

# **USAID/HAITI**



## **FY 2000 Results Review and Resources Request**

*June 1998*

## **Please Note:**

The attached results information is from the FY 2000 Results Review and Resource Request ("R4"), and was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

Related document information can be obtained from:

USAID Development Experience Clearinghouse  
1611 N. Kent Street, Suite 200  
Arlington, VA 22209-2111  
Telephone: 703/351-4006 Ext. 106  
Fax: 703/351-4039  
Email: [docorder@dec.cdie.org](mailto:docorder@dec.cdie.org)  
Internet: <http://www.dec.org>

*Released on or after July 1, 1998*

# **FY 2000 Results Review and Resource Request**

## **TABLE OF CONTENTS**

	Pages
<b>A. PART I: OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE</b>	2-5
<b>B. PART II: PROGRESS TOWARD OBJECTIVES</b>	
<b>Strategic Objective No. 1:</b> Foster More Effective and Responsive Democratic Institutions and Empowered Communities	6-42
- Performance Analysis	
- Linkage to Strategy	
- Expected Progress through FY 2000 and Management Actions	
- Environmental Compliance	
- Performance Data Tables	
<b>Strategic Objective No. 2:</b> Broad-based, Environmentally Sound and Sustainable Increases in Agricultural and Urban Incomes and Employment	43-63
- Performance Analysis	
- Linkage to Strategy	
- Expected Progress through FY 2000 and Management Actions	
- Environmental Compliance	
- Performance Data Tables	
<b>Strategic Objective No. 3:</b> Smaller, Healthier, Better Nourished and Better Educated Families	64-89
- Performance Analysis	
- Linkage to Strategy	
- Expected Progress through FY 2000 and Management Actions	
- Environmental Compliance	
- Performance Data Tables	
<b>C. PART III: STATUS OF MANAGEMENT CONTRACT</b>	90
- Strategic Objective Changes	
- Special Concerns & Issues	
<b>D. PART IV: RESOURCE REQUEST</b>	91-130
- Financial Plan	
- Prioritization of Objectives	
- Field Support, Non Emergency Title II and Title III Requirements	
- Work Force and OE	

### **ANNEX A. USAID/HAITI PROGRAM ACCOMPLISHMENTS**

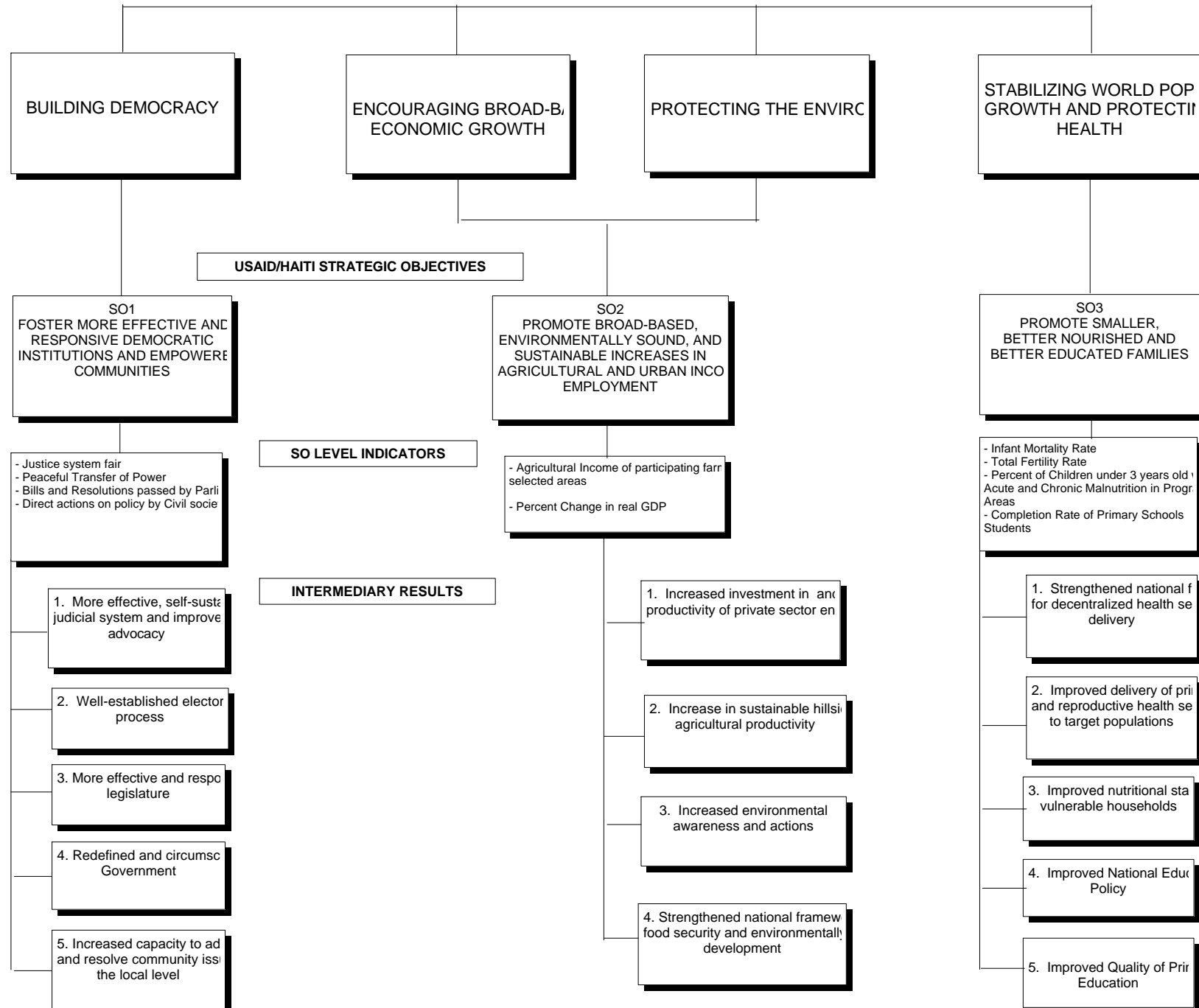
### **ANNEX B. COMMON OBJECTIVES**

## List of Acronyms

AOJ	Administration of Justice Project	IFC	International Finance Corporation
ASEC	French acronym for local Government Assemblies	IFES	International Foundation for Electoral Systems
BEO	Bureau Environmental Officer	IFIs	International Financial Institutions
CASEC	French acronym for Administrative Council of Communal Section	IIBE	Incentives to Improve Basic Education Project
CEP	French acronym for Provisional Electoral Commission	ILD	Haitian Institute for Liberty and Democracy
CGP	Communal Governance Program	IMF	International Monetary Fund
CPR	Contraceptive Prevalence Rate	IMR	Infant Mortality Rate
CLED	Center for Free Enterprise and Democracy	IPM	International Police Monitors
CMEP	French acronym for the Modernization Council	LAVALAS	Creole for flashflood; refers to movement lead by J.B. Aristide
CY	Calendar Year	MARNDR	Ministry of Agriculture, Natural Resources and Rural Development
DA	Development Assistance	MENJS	Ministry of National Education, Youth and Sports
DEP	Democracy Enhancement Project	MEO	Mission Environmental Officer
EAP	Environmental Assistance Package Project	MNF	Multi-National Force
EBOP	Emergency Balance of Payments Program	MOE	Ministry of Environment
EIA	Environmental Initiative of the Americas	MOI	Ministry of Interior
ESF	Economic Support Fund	MOJ	Ministry of Justice
ESMAP	Energy Sector Management and Assistance Program	NBIs	Non-Banking Intermediaries
ETF	Environmental Task Force	NEAP	National Environmental Action Plan
EU	European Union	NGOs	Non-Governmental Organizations
FAES	French acronym for an IBRD-supported organization which administers employment and community projects	OE	Operating Expenses
FENAMH	National Mayors' Federation	ORT	Oral Rehydration Therapy
FONACAD	National Federation of Communal Section Representatives	PAR	Policy and Administrative Reform Project
FSN	Foreign Service National	PL-480	Public Law 480 (Title II and Title III food activities)
FTE	Full Time Equivalent	PLUS	Productive Land Use Systems Project
FY	Fiscal Year (Oct. 1 - Sept. 30)	PM	Prime Minister
GDP	Gross Domestic Product	PRET	Program for the Recovery of the Economy in Transition
GOH	Government of Haiti	PSC	Personal Services Contractor
HEF	Haitian Environmental Foundation	PROMESS	French acronym for an essential drug program under the auspices of the Pan American Health Organization
HDF	Haitian Development Foundation	PSFP	Private Sector Family Planning Project
HPZ	High Potential Zone	PURE	French acronym for an Interamerican Development Bank activity supporting jobs in infrastructure and agriculture
HNP	Haitian National Police	PVOs	Private Voluntary Organizations
HS2004	Health Systems 2004	TFR	Total Fertility Rate
IBRD	International Bank for Reconstruction and Development, a.k.a., the World Bank	TWM	Targeted Watershed Management Project
ICITAP	International Criminal Investigation Training Assistance Program	UCS	French acronym for Community Health Unit
IDB	Interamerican Development Bank	UNDP	United Nations Development Programme
IEE	Initial Environmental examination	USDH	United States-citizen Direct Hire

# STRATEGIC FRAMEWORK

## AGENCY GOALS



<b>PERFORMANCE SUMMARY TABLE BY SO</b>	
<b>SO Title</b>	<b>Performance Summary Rating</b>
1. Foster more Effective and Responsive Democratic Institutions and Empowered Communities	Fell Short
2. Promote Broad-Based, Environmental Sound and Sustainable Increases in Agricultural and Urban Incomes and Employment	Met
3. Smaller Healthier, Better Educated Families	Met

Rating: Exceeded - Met - Fell Short

## **A. Part I: OVERVIEW**

### **Factors Affecting Program Performance**

During the FY 1997 period, Haiti suffered two major setbacks that adversely affected the overall economic development program. The first setback resulted from a political impasse for most of the fiscal year. In February there was an unsuccessful attempt to unseat the Prime Minister, in June that same PM and his half his cabinet resigned and, for the rest of the year the President was unable to reach agreement with the Parliament on a new PM. The second setback, related to the first, was the economic stagnation. Real GDP growth was 1.1 percent during CY 1997 compared to 2.8 in CY 1996.

The on-going political impasse impeded efforts to strengthen Haiti's already fragile democratic institutions. Without a Prime Minister since June 1997, the GOH was unable to advance effectively the business of the government. Only two pieces of legislation - civil service reform law and the budget - passed Parliament during FY 1997. The Senate operated at reduced strength as a result of disputed elections in April 1997, and often failed to muster a quorum. A disappointing 5 percent turnout for those April 1997 elections demonstrated Haitian's apathy or dislike for their government. Constitutionally, the government could only handle current affairs and with most remaining Ministers covering more than one Ministry. Thus seven Ministries (Health, Environment, Agriculture, Plan, Commerce & Industry, Women's Affairs, and Haitians Living Abroad) were in the hands of temporary leadership.

Despite the preservation of some of the macro-economic framework, the Haitian economy continued to stagnate in FY 1997. Public investments did not occur at the rate anticipated because of the delay by Parliament in passing the operating and investment budgets and the low rate of execution of donor-financed projects by GOH institutions. In addition, private investments did not significantly increase in response to relatively stable fiscal and monetary policies because of a lack of political stability and security. While the outlook for privatization now appears more optimistic, and civil service downsizing has begun, which should have a positive impact on government's financial situation, the overall pace of these reforms was slower in FY 1997 and negatively affected the year's performance targets.

Most of Haiti's public institutions were too weak and ineffective to provide the level of partnership needed with USAID or other donors to promote development. These institutions are characterized by lack of trained personnel; no performance based incentive systems; no accepted hiring, firing and promotion procedures; heavy top down management; and, a decided lack of direction. The Ministry of Environment was unable to produce a National Environmental Action Plan though one has been almost completed for more than one year. The institutional weakness and lack of political leadership of the Ministry of Justice have retarded key elements of judicial reform. After significant delay, the Ministry of Education finally approved the National Education Plan during FY 1997 but it has not been presented to Parliament for approval thus it does not serve as a national plan. While the Ministry of Health succeeded in meeting more targets in FY 1998, during FY 1997 they were unable to establish any norms and standards for health programs or successfully implement a decentralization program.

On the positive side, whether because of or in spite of the political impasse, the private sector and civil society have been much more active. The informal sector appears to be growing and though much of the growth cannot be captured in official statistics, one industry where the informal sector is very significant, the construction industry, grew by 8 percent in CY 1997. To a large extent, economic activity in the informal sector seems to have been fueled by increased remittances which in turn appear to be coming from improvements in the US economy. In some cases, like, CMEP (Conseil Pour la Modernisation des Entreprises Privées) and the Central Bank, there has been very positive government action. Finally, increased participation of civil society organizations and non governmental organizations advocating peacefully and organizing successfully have been the main reason for successes in the development program during FY 1997.

**Results:**

The overall performance of the program was better than could have been expected given the problems created by lack of government performance. Of the 49 indicators that were selected to show progress, information could be collected on 44 results. Of these, one half covered actions required in the public sector. Despite the overwhelming lack of activity generally, the GOH was able to produce satisfactory results in 13 of the 22 indicators. Overall, the program failed to meet 18 indicators but exceeded performance in 22 indicators. While indicators of performance are not all of equal value, in this particular report, the numerical count is in fact a good indicator or the kind of progress we are seeing in the program.

In the Democracy and Governance area, SO1, government did not function well in terms of decision-making and policy-making but the democratic processes were working. Contentious issues around the 1997 elections, the impasse between Parliament and the Presidency, and the inability to name a Prime Minister all caused delays in meeting targets of performance. But civil society actions, peaceful and addressing the issues, showed that the processes were working. An attempt to unseat the PM was overcome after a 15 hour meeting and much discussion by civil society. Parliament might not have been able to pass the laws that were needed, but they were able to hold hearings and to try to listen to their constituents. The elections of April 1997 were challenged unsuccessfully so far but the candidates have also not been illegally seated. Ministry of Justice reforms are still far behind schedule but legal aid increased, the number of jury trials was almost two times the number predicted and intensive judicial training did begin. The human rights situation definitely improved and while abuse by the police has not been prosecuted by the judicial system, officers have been relieved of their duties. Decentralization and deconcentration are still not in practice by any central ministry and the law defining roles and financial mechanisms between central and local governments is still not passed. On a positive note, mayors, representing local governments, became much better organized, won at least three major policy battles and now has some funding for their operations. While privatization is still not accomplished, one parastatal was privatized in FY 1997 and one more was almost ready, requiring a Prime Minister's signature to be a reality.

In Economic Growth, SO2, the ship of state may be sinking but the life boats put to sea were doing well, except in one area. GDP went down but microenterprise lending went up. Hillside agriculture expanded, coffee production expanded, additional crops like mangos and cocoa



expanded production, tourism grew (even if only slightly), assembly industries grew (though we did not intervene in this area) in spite of the formal economy sagging. In our own program, funding delays and government inaction negatively affected our environment program but we believe FY 1998 will see at least the major problems resolved.

In Health and Education, SO3, we also saw progress. In Health we served more people by the end of FY 1997, increased rates in key indicators like contraceptive use, oral rehydration therapies used and immunizations for women and children covered in our programs while national averages declined for areas not covered by our program. Government problems and delays in implementing decentralization, in assuring the availability of basic medical supplies (like vitamin A or vaccines or contraceptives) and in establishing national programs, particularly for vaccinations, caused problems that were overcome to a large extent by the dedication, energy and vibrancy of programs at the local level. Though these were mostly non governmental there were some government clinics as well. In Education, while our FY 1997 program met its targets, the bar was set very low. The most significant outcome in FY 1997 was testing the distance learning program. It proved such a success in terms of teacher and student improvements, that it is now expected to be a major contributor to improved primary education quality under the new program, designed during FY 1997 and begun in FY 1998.

Finally, food aid programs are not addressed separately in this report because the food aid program is integrated into the development program in support of agriculture, health and education sectors. The Title III successfully supported the achievement of food security and poverty reduction objectives. Among the key policy reforms achieved during FY 1997 in these areas include:

- reduction of customs and port transactions costs through the nationwide application of the SYDONIA customs classification system and the privatization of the Gonaives port facility;
- promotion of increased public and private sector investment in regional economies through the designation of Jacmel, Cap Haitien and Gonaives as high potential development zones, the Ministry of Plan's elaboration of comprehensive development plans for them, GOH adoption of the "Haitien Bleu" model for coffee production, processing and export marketing nationwide, and the programming of local currency resources for port and road infrastructure rehabilitation in Jacmel to support tourism and agricultural development regionally;

- enhanced dialogue/national consensus on food security issues through the creation and recruitment of secretariat staff for the Inter-ministerial Council for Food Security and the Ministry of Health and Population's initiation of a public dialogue on the dangers of the current population growth rate, identifying family planning as an appropriate measure to curb high fertility; and,

- rationalization of bilateral monetized food assistance programs through the GOH executive order designating its PL-480 Title III Management Office as the sole entity entrusted to undertake this responsibility.

In FY 1997, under our food aid programs, 28,110 metric tons of food commodities worth \$11,698 million dollars was provided through the Title II program to three US PVO's in Haiti to support three kinds of programs: school canteens; food distribution to programs for malnourished children, orphans and hospitals; and food for work (greatly decreased from previous years). However, the school lunch program has been tied much more closely to quality improvements in

education and food distribution for malnourished children has been tied to Maternal and Child Health programs that provide a full range of preventive and curative services. The results have been dramatic increases in school attendance and improved performance of children in participating schools and declines in malnutrition in significantly poor regions of the country. The Title III program spent \$10 million and imported about 30,000 MT of wheat flour. By increasing physical availability of food, these supplies greatly contributed to rationalized prices and thereby enhanced access to food for millions of poor Haitians. The local currency generated from the sale of Title III commodities helped to provide short term employment, rehabilitate rural roads and primary schools, build irrigation canals, and funded other development activities, such as logistical support to the Title II Feeding Program. Lastly, Title III Management Office is in the midst of negotiations with the newly privatized state-owned enterprise, Flour Mill, for receipt of wheat grain under the program to jump-start its new private operations to provide wheat flour in the Haitian market.

**B. PART II: PROGRESS TOWARD OBJECTIVES****STRATEGIC OBJECTIVE NO. 1  
FOSTER MORE EFFECTIVE AND RESPONSIVE DEMOCRATIC  
INSTITUTIONS AND EMPOWERED COMMUNITIES****A. Performance Analysis**

Perhaps the most significant event of FY 1997 for Haiti was its dismal election turnout of less than 5 percent in the April elections, followed by the resignation of its Prime Minister in June and the failure to date to name a new government. Our ability to meet three of the four targets for this SO can be attributed to these events. Of the 23 indicators for our Democracy intermediate results, we met or exceeded 10 of the targets, and did not meet 12 others. Only one could not be reported on. If we analyze these indicators in terms of their dependency on government (by far the majority of 15) nine of these failed to meet their targets. Of the eight indicators tracking civil society or local government, however, three exceeded their targets, two met their target and two failed (one was N/A due to the lack of an opinion poll). Taken as a whole, we think there are important lessons to be learned: although the formal democratic process dependent on government actions is stagnant, exciting new trends in the growth of a vigorous civil society demonstrate that the *process* is becoming more democratic. In cases where the government failed to perform, for instance, lack of credible elections, civil society was quick to express its opinion, peacefully but articulately, through a series of letters to the newspapers, and myriad meetings with Parliament from all sectors. Many other civil society and advocacy actions have developed since the end of FY 1997 which show great promise for the coming years, and give us confidence that citizens are reacting in peaceful, democratic ways to crisis, and their opinions can influence decision makers. We also find it encouraging that although the political parties are at an impasse now where neither can reach a majority, at present they are seeking peaceful solutions to this conflict.

The indicator "peaceful transfer of power at the local and national levels" was not met. The first round of elections took place as scheduled in April and members of the newly-formed Communal Section Assemblies (CASEC) assumed their seats. However, election run-offs for the Senate were never held due to disputes about the validity of the election process, and the nine Senate seats contested in the 1997 elections remain vacant.

USAID/Haiti exceeded its one SO level target that was dependent on civil society: "direct actions (e.g. petitions) taken on policy by civil society organizations." As a result, new models of state-civil society relations within a democratic context demonstrate a positive constructive role for civil society, indicated by six cases of direct constructive action on policy. The National Mayors' Federation, FENAMH, formed in July '97, played a prominent role in three major legislative and policy efforts -- drafting a Decentralization Framework Law that was submitted to Parliament; drafting a Law on the Commune submitted to Parliament; and engaging constructively with the Ministry of the Interior on the allocation of funds to local governments under the Law on Municipal Development and Management. Additionally, the National Federation of Communal Section Representatives, FONACAD, provided specific input to Parliament on changes required to the

draft Law on the Commune. At Parliament, representatives of business, labor, and women's organizations met with Parliament on legislative issues ranging from the protection of children's rights to the customs tariff law. Beyond these successful examples of civil society initiatives on public policy, a preliminary survey of media reports shows that since the Prime Minister's resignation in June 1997, over 200 civil society organizations issued statements in the press urging peaceful, democratic resolution of the political impasse.

USAID/Haiti fell short of its SO target: 10 bills and resolutions passed by Parliament. Operating without a Prime Minister and several ministers, the GOH did not present to Parliament any new draft legislation during the year, nor did they submit the FY 1997-1998 budget. Parliament's preoccupation with the controversy and the need to form a new government have blocked legislative action on bills pending since 1996. Although the Senate passed five bills and the Chamber passed eight, only two bills passed both houses to be enacted into law, and both of those were finalized before the April elections.

A July 1997 poll (one month after the Smarth resignation) showed that only 24 percent of people surveyed believed that the justice system is fair, missing the target for this SO-level indicator by 16 percent. However, despite lackluster activity at the level of the Ministry of Justice, several important results have made real differences in the lives of poor Haitians. There continue to be significant gains in the number of poor detainees and other needy clients represented through our legal assistance program. In the model jurisdictions receiving USAID assistance (7 of the 15 total), very few instances remain in which prisoners do not see a judge to determine the legality of arrest within the 48 hours of their arrest. From January 1996 - September 1997 more than 4,316 of the program's clients were released from prison, reducing the gross injustices suffered by extended pre-trial detention. Additionally, training by ICITAP of over 200 judicial police to work with prosecutors and judges of instruction in conducting criminal investigations will speed review of these cases.

In spite of the political crisis engendered by the disputed April 1997 elections, and the departure of Prime Minister Smarth and a large part of his Cabinet, the GOH's Council for the Modernization of Public Enterprises (CMEP) continued to move forward on the privatization program. In addition to Smarth's September 1997 signing of the contract for the transfer of 70 percent of the flour mill to private ownership and of full management control shortly before his departure, December 1997 saw the awarding of 65 percent of the cement plant to another private investment consortium, the operation of a private port facility in the secondary city of Gonaives was authorized, and in March 1998, the GOH awarded a license to an American cellular telephone operator, setting up direct competition for this potentially-important market between the operator and a Teleco-private Haitian joint venture (as well as with Teleco itself).

In much the same vein, the GOH moved on the long-promised reduction of its civil service by publishing the April 1997 "Law on Voluntary Departure and Early Retirement of (Civil Service) Employees," and activating a Commission and Technical Secretariat for the full application of the law before its expiration on September 30, 1998.

**Intermediate Result 1.1 More Effective, Self-sustaining Judicial System and Improved Legal Advocacy**

Despite the enormous challenges in strengthening Haiti's capacity to provide Haitians with a secure, predictable legal environment, the IRs' two major indicators both exceeded their targets. The first indicator, "number of trials successfully completed" actually achieved 75, approximately 60 percent over the target. This indicator refers to the number of jury trials (in the seven model jurisdictions), for murder cases. During 1997, approximately 254 additional trials were held in the model jurisdictions for non-murder felonies and misdemeanors. The second indicator, "number of clients represented through Civil Society advocacy" reached 12,433. (This indicator measures the number of clients provided legal representation by lawyers working for bar associations and NGOs.) These indicators demonstrate that there is activity in Haiti's justice system. Trials are occurring and Haitians too poor to afford counsel are being represented before the court system by qualified personnel.

In USAID's Strategic Plan for Haiti 1999-2004, this IR will be changed to "People Increasingly Treated According to the Rule of Law." For "Indicators," we are dropping "Number of Trials Successfully Completed;" adding "Reduction in Number of Pre-trial Detainees in the Model Jurisdictions;" and changing "Clients Represented through Civil Society Advocacy" to "Clients Receiving Legal Assistance Through Prison and Outreach Programs."

**Intermediate Result 1.2 Well-established Electoral Process**

The April 1997 elections turnout was the lowest since the 1987 Constitution was enacted. Several factors explain the exceptionally low election turnout including generalized citizen disappointment with the performance of the government; the widespread belief that officials are corrupt; and a growing feeling that elections will not lead to real changes in their lives (43 percent of the citizens surveyed in October 1997 shared this view).

For the 1997 elections, CEP election workers received limited training. To assist the new CEP, a compilation of standard procedures and organization was prepared. USAID developed improved guidance to address deficiencies pointed out by local election officials and project staff. In addition, further recommendations were made to strengthen electoral administration, including practical recommendations for improvement in the registration process and results compilation.

Unfortunately, no surveys conducted in 1997 addressed people's knowledge of the electoral process. A recent audit, however, confirms our impression that this is not a good indicator, as it is badly defined and cannot therefore be tracked from year to year. We are therefore dropping it. In FY 1998, the indicator on CEP training will be dropped, as it is really an activity level indicator. A new indicator for FY 1998 will track important benchmarks needed to achieve an election in FY 1999. This indicator will be significant in giving early warning that all needed progress is being made to assure credible and productive elections for FY 1999.

**Intermediate Result 1.3 More Effective and Responsive Legislature**

Parliament focused its attention almost exclusively on negotiations between competing parties as they sought a resolution of the issues which impede formation of a new government. The adverse impact of the impasse on Parliament's effectiveness as a legislative body was dramatic. There was no legislative agenda for the year, outlining general areas of legislation to be addressed. In addition, no draft bills were sent to the Parliament by the Executive. Although Parliament took preliminary steps to establish its own legislative agenda, this process is not yet completed. Only two bills were enacted into law, the FY 1996-1997 Budget and the long-awaited civil service reform measure.

New political blocs have merged in both Houses of Parliament formalizing the split that occurred in the Lavalas coalition which brought most of the current members into office in 1995. Although at times tempers have flared, the executive-legislative impasse has taken place within the bounds of Haiti's constitutional democracy. For instance, when in early 1997 growing public dissatisfaction over GOH inertia on reform measures led to a call for the Prime Minister's resignation, the Chamber of Deputies convoked the Prime Minister and his Cabinet to defend their performance. Following a 15-hour public hearing, a vote of no confidence was defeated. In 1991, a similar hearing in 1991 was broken up by a threatening mob.

Individual Parliamentarians have taken steps to better represent their constituents by introducing legislation at their own initiative. Seven bills and nine resolutions were introduced by Parliamentarians last year. One of the most significant was an anti-"illegal enrichment" measure, establishing a permanent, bicameral Parliamentary committee to investigate charges of official bribery and corruption. In 1997, Parliamentarians met with representatives of business, labor, agriculture, and women's organizations on legislative issues ranging from the protection of children's rights to the customs tariff law and agricultural cooperatives. Additionally, in late 1997, live broadcasts of plenary sessions of both Houses on the national television station, were initiated.

In FY 1998, USAID/Haiti will continue to track the introduction of bills by Parliamentarians as an IR level indicator. After FY 1998, this activity will probably be suspended, depending on our level of funding, so no further indicators are suggested at this time.

**Intermediate Result 1.4: Redefined and Circumscribed Government**

CMEP's initial calendar of January 1997 called for two privatizations to be completed in FY 1997 -- the flour mill and cement plant. A number of factors contributed to the slippage of these first transactions into FY 1998, including delays, and changes in pledged donor financing; CMEP inexperience and indecisiveness in the recruitment of top staff; and slowness in provision of the GOH's contribution to CMEP operations.

With the flour mill transaction essentially complete -- only the publication of the contract and statutes of the new "Les Moulins d'Haïti" remains -- attention has shifted to the final negotiations

for the cement plant. Once the contract has been finalized, it will not be signed until a Prime Minister who can sign it has been inaugurated.

FY 1999 should see CMEP finalize transactions on the seaport management contract, the airport long-term lease, the capitalization of Teleco, and the management contract for EDH. Only the airport lease would require new Parliamentary action.

With the establishment of a Presidential Commission for the Application of the Law on Voluntary Departure and Early Retirement of Employees from the Civil Service, followed by a high-level Technical Secretariat to carry out the program, with the May 14 publication in "Le Moniteur" of the law itself, and with the May 25 launch of the operation to weed out double checks, non-existent employees and the like, the GOH would seem to have finally opted for a more streamlined, more focused, more professional, better-paid and more performant civil service. The longer-term reform of the public administration, on which the National Commission for Administrative Reform (CNRA) has been working for more than a year, should move into high gear in FY 1999.

### **Intermediate Result 1.5 Increased Capacity to Address and Resolve Community Issues at the Local Level**

Local government activities partially met targets that were set in 1995; however, the targets set in 1995 were not tied to the level of resources available to local government activities nor to the contract budget and scope. This R4 has revised some targets for FYs 1997 and 1998 to reflect the contract budget and scope and proposes dropping some others, so that only two indicators will be tracked in FY 1998. (see tables for details).

No laws for local government were passed over the last year. A flawed Framework Law on Decentralization, drafted by the Central Government and modified by Parliament, was redrafted by the National Mayors' Federation and substantially improved. This revision now provides for a five-fold increase in central government budgetary allocation to local governments. One law related to local government was implemented in collaboration with local authorities during FY 1997 -- the Law for the Development and Management Fund -- providing for regular, transparent intergovernmental transfers to the local level.

Sixty-Eight local government units received training compared with the 65 projected. Through training of leadership and developing municipal by-laws, concrete management skills were put to use immediately, as was the in depth technical assistance and training to improve local government performance in providing public goods and services provided to staff from 40 communal sections. However, in terms of gender, women were not meaningfully included in the leadership and municipal by-laws training (1 woman among 59 participants), and for training in communal sections, female participation averaged only 14 percent. In the following year, USAID will work to address this shortcoming with our partner.

Twenty seven percent of Haiti's municipalities sponsored meetings with civic groups on development activities and priorities. In nine target municipalities, USAID helped mayors to establish

consultative committees consisting of community organizations and CASECs to determine priority development needs, prepare plans of action, and develop and jointly-implement models of new institutional arrangements for provision of basic goods and services via small-scale development projects, funded under a small grants program. In 16 other municipalities, mayors who participated in the Third Inter-american Conference of Mayors (Miami, Florida - May 1997) undertook small, but symbolically important self help projects (town clean-up, street signs, inter-communal soccer tournament).

Municipal budgets were not discussed by local officials with their communities during FY 1997 because budgets financed under the Development and Management Fund were not funded until October 1997. As we enter FY 1998; however, municipal budgets are being publicly discussed in debates on the subject of decentralization. Moreover, in FY 1998 USAID will train municipal officials and technical staff to prepare and manage municipal budgets.

For the FY 1998 R4, some changes will be made to the indicators related to local government programs. We ceased tracking and reporting completed training models, as this is activity-level information. Similarly, "percent of local government units holding formal meetings with grassroots organizations" will be reported at the activity level only. The indicator "municipal budget made public and discussed with the community by local officials in targeted communes", has been modified to reflect necessary steps. A new indicator has been added: "percentage of targeted communes implementing models of new institutional arrangements for public service delivery" which we believe better tracks an important result of this activity.

## **B. Linkage To Strategy**

USAID/Haiti's new strategy reflects some major shifts in direction, moving from the former emergency transition program into more long-term strengthening of a new democracy. Many of the indicators reported on above have lost their relevance or been overtaken by new emphasis.

In justice, our new IR will be "people increasingly treated according to the rule of law." This new IR continues USAID's support of training of personnel, shortening case processing and increasing access to the justice system for poor Haitians. It will, however, also focus on human rights and mobilizing citizens' calls for justice. Activities such as community policing to alleviate tensions between police and the communities they serve, broad-based human rights education and popularization activities, and efforts to strengthen the capacity of indigenous human rights groups to monitor and document human rights abuses, will be major areas of activities under the new strategy. Finally, if funding permits, USAID will work with other donors and the GOH to address the problem of placement and rehabilitation of juvenile offenders.

With USAID's Strategic Plan for Haiti FY 1999-2004, the focus on elections has been broadened to strengthen this critical democratic element so that elections will come to be seen by the Haitian people as a useful tool to select leaders who will provide better and more inclusive governance. To achieve our new IR, "Elections are More Credible and Participatory," we will expand efforts to support three vital components: a more informed electorate, stronger political parties that offer real and well-defined choices, and oversight mechanisms to ensure that elections are free and fair.



In USAID's new Strategic Plan for Haiti FY 1999-2004, parliament and local government activities have been combined to form a single IR, "More Responsive Governance by Elected Officials". The new IR focuses on good governance and the *responsiveness* of officials, placing additional emphasis on building the links between these officials and those that they represent, to ensure inclusive democratic governance.

With USAID's Strategic Plan for Haiti FY 1999-2004, attainment of the IR "Civil Society Organizations Positively Influence Policies and Oversee Public Institutions" is identified separately because of its significance as a democratic factor. Successes shown in USAID/Haiti's annual review demonstrate that these groups can contribute peacefully and constructively to decision making and that government and other officials are well-disposed to heed their advice. For FY 1998, the indicator at the SO level will be retained; in FY 1999, as USAID's new Strategic Plan for Haiti begins to be implemented, new indicators will be introduced for civil society.

### **C. Expected Progress Through FY 2000 and Expected Management Actions**

#### ***Expected Progress:***

Potential for progress in the justice sector through the year 2000 will be enhanced when a new government is confirmed by the Haitian Parliament. In 1998, the pilot judicial training program will end and 60 well-prepared graduates will take their seats as judges in Haiti's courts, likely improving delivery of justice in Haiti. If the GOH remains committed to this program, additional judges will be trained and assigned by 2000. Indigenous human rights groups will become the primary voice in preventing human rights abuses in Haiti, collaborating with the international human rights communities as equals. USAID will also work to reduce pre-trial detention in Haiti's prisons, to reduce the 83 percent of the prison population now in that status. Nevertheless, full-fledged reform of the judicial system cannot be accomplished without a strong, committed Ministry of Justice. Crucial reforms necessary to curtail corruption, augment working conditions for judicial personnel, including increasing salaries, and establishing judicial independence will not be possible without a dedicated, courageous partner in the GOH.

Political processes programs will engage the Haitian electorate by informing them and ensuring that their political representatives orient programs and policies toward citizens needs. Political parties will be trained to respond to their constituents and members as well. To enhance the citizens' and political parties' confidence that elections are increasingly held on a more "level playing field", a portion of the program will focus on "professionalizing" the Permanent Electoral Council. In addition, USAID/Haiti plans to work with civil society organizations to form non-partisan networks and coalitions for volunteer election monitoring/observation.

Civil society programs have already made great progress in the first two quarters of FY 1998. Sixteen representatives of 700 civic organizations gathered in Port au Prince to present resolutions reached in a series of four regional debates on the subject of decentralization and participation to the President, Parliament, political parties, and the private sector. This advocacy was highly publicized with extensive TV coverage of a meeting with leaders of over 20 political parties. The President met with this group for over two hours and vowed to continue these meetings. This

demonstrates the value of and potential for building inclusive coalitions for policy reforms -- an important emphasis of USAID'S 1999-2004 strategy. As USAID helps civic groups to engage more constructively with government officials and political parties on substantive issues, voters will have a greater sense of what is at stake via elections. By 1999, additional national dialogue series will bring together citizens and public officials in issues-oriented discussions about local and national elections. Furthermore, advocacy and coalition building will enable many civic organizations to make their elected representatives aware of their constituents views.

Governance programs will continue to work with elected officials at the local level and, if funds permit, at Parliament as well. In Parliament we will improve two-way communications with members and constituents. To foster this, we envision sponsoring a series of regional workshops in which Parliamentarians meet with interested constituents to discuss proposed legislation.

Two laws are key to the success of local government initiatives -- the Decentralization Framework Law and the Law of the Commune. Efforts toward the passage of quality legislation will continue. By 1999, comprehensive training programs will reach one third of Haiti's mayors, and intensive technical assistance in 30 of Haiti's 133 municipalities will build models of service delivery, forge new relationships between the public and private sectors, and establish new institutional arrangements for provision of basic goods and services via small-scale development projects.

### ***Management Actions:***

The Administration of Justice program, including human rights activities, will be redesigned in FY 1999 and competed for new activities to begin implementation in 2000. This could result in new or additional implementors, as well as activities to better meet the challenges of extending the rule of law throughout Haiti. In addition, in 1998 the entire Administration of Justice team will turn over, and a new justice results package team will be put in place, consisting of a USDH, a senior FSN lawyer, a PSC lawyer specializing in human rights and women's rights, and a program assistant.

Civil Society and Local Government have been grouped into one Results Package and will be managed by a team including one USDH, one FSN program manager, a FSN program assistant and assistance from a USPSC specialist in civic education. Civil society activities will be evaluated in the first quarter of FY 1999, and a design will take place in the second quarter. Local government activities will be realigned in the fourth quarter of FY 1998, and the activity will be extended until third quarter of FY 2000. A contract for a design and implementation activity in this area will be procured in January 2000.

Parliament support activities will be evaluated in the first quarter of FY 1999 and, subject to available funds, design of new activities will begin in the third quarter.

Additionally, USAID/Haiti will sign a new grant with IFES with subgrants to NDI and IRI to implement the new activities through the end of FY 1999, after which the program will be evaluated and realigned according to evaluation results.

**D. Environmental Compliance**

USAID/Haiti is proposing five main and one special Strategic Objectives. Before any new activities are implemented, a description of the new activities will be provided to USAID/Haiti environmental officer (MEO) in sufficient detail so that an amended initial environmental examination (IEE) can be prepared to evaluate the potential impact of new activities on the environment. Approval is then required from the bureau environmental officer (BEO) in USAID/W for these new activities. Program funds will be made available for additional environmental assessment requirements or to implement recommended mitigative measures, as required. Unless specifically mentioned and evaluated as part of the original program design, construction is not permitted under any of the current IEEs and requires an amendment of the IEE.

This Strategic Objective includes five programs: the Elections Support Project (ESP), Democracy Enhancement Project (DEP), the Administration of Justice (AOJ), Policy and Administrative Reform (PAR), and ICITAP. The IEEs for four of these programs were amended in 1997 to include all activities planned at that point in time. The programs have mostly received categorical exclusions except for the recommendations for the grants and construction activities. There are no known compliance issues.

**Peaceful, Democratic Advocacy is Beginning to Change How Politics are Played  
in Small but Important Ways**

**National Dialogues:** From March 23-29, 1998, sixteen representatives of 700 civic organizations gathered in Port au Prince to present resolutions reached in a series of four regional debates on the subject of decentralization and participation to the Executive, Parliament, political parties, and the private sector. The advocacy event was judged highly successful by civil society groups and government officials, and demonstrates the value of and potential for building inclusive coalitions for policy reforms -- an important emphasis of USAID'S 1999-2004 Strategy.

**Private Sector Linkage.** When the civil society delegation met with several prominent private sector organizations, it was agreed that the civil society representatives would inform members of popular organizations all over the country on the need for social peace so that international and local businesses will invest in Haiti, create jobs and thereby address unemployment.

**Chamber of Deputies.** The same civil society organizations told a group of parliamentarians that the people are watching them to see what parliament does and doesn't do. They said that the people do not differentiate between parliamentarians, but see them all as a group. They also noted that the commitment of parliament to seek a solution to the political crisis is in question. The head of the Chamber of Deputies' Interior Commission gave the civil society delegation a copy of latest bill for decentralization and asked members of delegation to organize workshops in the organizations that they represent to discuss the draft legislation, and send Parliament their comments.

**Political Parties.** Political parties supported the civil society delegation's resolutions, and praised the effort whereby civil society has organized to point out series of problems and present specific, peaceful, democratic solutions. Party heads noted that they believe that this is an important moment in the Haitian political process -- the country has entered a political era. Some parties committed to meet with their membership to consider incorporating civil society resolutions into their platforms. There was also discussion on whether these civil society organizations could guarantee security for candidates in campaigning, and the civil society representatives offered to work to assure this security if candidates would campaign in their communities.

**Local Government Initiatives:**

**National Mayors' Federation.** The National Mayors' Federation, formed less than a year ago, held a General Assembly and invited to their opening ceremony all key players in decentralization. In a series of opening speeches, President Préval confirmed that decentralization is a national priority and that the state has the political will to carry it out. The Minister of Interior noted the work to date and the work still to be done regarding legislation to make decentralization a reality. The Senate President discussed the negative legacy of centralism as a key obstacle to development. By bringing together these key decision makers to express their commitment to decentralization, and making them allies in the Mayors' efforts to put in place a decentralized system of governance, very effective advocacy, in an extremely collaborative style, was carried out.

**CASECs' Federation.** At the General Assembly of FONACAD held in December, one resolution, for increased police presence at the communal section level, received immediate attention by government. President Préval, at the FONACAD General Assembly, committed to forming a rural police. Now FONACAD's leadership is working directly with the President, the Police Chief, and the MOI to develop plans for establishing the rural police. Additionally, the MOI has ensured that the GOH plan addresses civil society concerns that the selection of rural police not be made by the CASECs and the central government alone, but in consultation with civil society at the communal section level.

**PERFORMANCE BY INDICATORS FOR "FOSTER MORE EFFECTIVE  
AND RESPONSIVE DEMOCRATIC INSTITUTIONS AND EMPOWERED COMMUNITIES (SO1)**

Indicators	Fell Short	Met	Exceeded	Changes in FY 1998
SO: Justice System Fair	x			Retain/Revise targets
SO: Peaceful Transfer of Power	x			Retain
SO: Bills and Resolutions Passed by Parliament	x			Retain
SO: Direct actions on policy by civil society			x	Retain/Revise targets
IR1: Trials successfully completed			x	Reduction in the number of prisoners in pre-trial detention
IR1: Clients represented through CS advocacy			x	Clients receiving legal assistance through prison and outreach programs
IR1: Police deployed		x		Retain
IR2: Voter turnout	x			Retain
IR2: Elections held	x			Drop
IR2: CEP staff trained		x		Drop
IR2: People knowledgeable about the electoral process	N/A			Drop
IR3: Legislative agenda followed	x			Drop
IR3: Legislative staff trained		x		Drop
IR3: Legislative information system functioning			x	Drop
IR3: Bills introduced by Parliament			x	Retain
IR4: Parastatals under contract/privatized	x			Retain/Revise targets
IR4: Civil service structure established	x			Civil Service downsized
IR4: Job descriptions/salaries defined	x			Drop
IR4: Normalized recruitment process adopted	x			Drop
IR5: Enabling legislation for local government passed		x		Number of targeted communes implementing models of new institutional arrangements for public service delivery
IR5: Local govt. officials trained			x	Drop
IR5: Local govt. meetings with grassroots organizations.	x			Drop
IR5: Municipal budget made public		x		Annual benchmarks tracking that municipal budgets are made public and discussed with the community by local officials in targeted communes
Summary for SO1	Exceeded = 6	Met = 4	Fell Short = 12	N/A = 1

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> Same as Objective			
<b>INDICATOR:</b> Percentage of people who believe that the justice system is fair			
<b>UNIT OF MEASURE:</b> Percent  <b>SOURCE:</b> (a) USAID/Haiti projections (b) USIS opinion polls, 5/95, 5/96 & 7/97  <b>INDICATOR DESCRIPTION:</b> Favorable opinion regarding justice system  <b>COMMENTS:</b> USIS poll was taken in July 1997, in the midst of the political crisis precipitated by the April 6, 1997 election, and the resignation of the Prime Minister. Several key government institutions saw a decrease in levels of confidence by the population, including justice.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995	(a)	28 (b)
	1996	35 (a)	39 (b)
	1997	40 (a)	24 (b)
	1998	50 (a)	
	1999	55 (a)	

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> Same as Objective			
<b>INDICATOR:</b> Peaceful transfer of power at local and national levels			
<b>UNIT OF MEASURE:</b> Inauguration Events  <b>SOURCE:</b> (a) Constitution, Electoral Schedules (b) Official results, press reports (c) USAID/Haiti projections  <b>INDICATOR DESCRIPTION:</b> Elected officials are able to assume office after election results are published.  <b>COMMENTS:</b> In April 1997, elections took place for one-third of the Senate and, for the first time ever, for all 564 Communal Section Assemblies (ASECS). Subsequent challenges to the results, primarily for the Senate elections, have caused a stalemate in the electoral process; the scheduled run-off elections for the Senate seats were not held, and the two Senate candidates who were declared as first-round winners in April 1997 have not been confirmed by the remainder of the Senate. Despite this controversy, the ASEC members assumed office and held indirect elections for members of the municipal and departmental assemblies and departmental and inter-departmental councils .  <b>CHANGES FOR 1998:</b> Since no elections are scheduled for fiscal year 1998, we will not report on this indicator. With the implementation of our new strategy in fiscal year 1999 new indicators will be developed to track progress at the SO level on elections.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995	Yes: Municipal & Parliament (a)	Yes: Municipal & Parliament (b)
	1996	Yes: President (a)	Yes: President (b)
	1997	Yes: Communal Section Assembly (ASEC) & Senate (a)	No overall - [Yes: Communal Section Assembly (ASEC) No: Senate] (b)
	1998	No	
	1999	Yes: Senate, Local & Parliament (a)	

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> Same as Objective			
<b>INDICATOR:</b> Bills and resolutions passed by Parliament			
<b>UNIT OF MEASURE:</b> Number of Bills and resolutions  <b>SOURCE:</b> (a) USAID/Haiti projections (b) Le Moniteur and project reports  <b>INDICATOR DESCRIPTION:</b> All bills and resolutions which have passed both houses of Parliament and have been transmitted to the President for his signature.  <b>COMMENTS:</b> Preoccupation with the controversy surrounding the contested April 1997 elections and the need to form a new government following the Prime Minister's June resignation has effectively blocked legislative action. The executive did not introduce any new draft legislation during the year, including the FY 1997-1998 budget. Although the Senate passed five bills and the Chamber passed eight, only two bills passed both houses to be presented to the President for his signature, and both of those were finalized before the electoral crisis.  * As a result of a recent audit, using the definition that was available at the time, we have revised this from 5 to 10.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996	4 (a)	10 * (b)
	1997	10 (a)	2 (b)
	1998	0 (a)	
	1999	5 (a)	



<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> Same as Objective			
<b>INDICATOR:</b> Direct actions (eg. petitions) taken on policy by civil society organizations			
<b>UNIT OF MEASURE:</b> Number of actions  <b>SOURCE:</b> (a) USAID/Haiti projections (b) Project records  <b>INDICATOR DESCRIPTION:</b> Direct actions, such as petitions, appeals in the media, and decision-oriented meetings with public officials in which civil society organizations are engaged to influence policy decisions (legislation, decrees, regulations, treaties, and other prominent government policies). These actions are reported for the period of the fiscal year and are not cumulative.  <b>COMMENTS:</b> Three direct actions were taken by the National Mayors' Federation: one by drafting Decentralization Framework Legislation submitted to Parliament; one by drafting Law on the Commune submitted to Parliament; and one on the MOI's repartition of funds to local government under the Law on Municipal Management. One direct action was taken by the Federation of CASECs to provide input to Parliament on the Law on the Commune. Additionally, at Parliament at least two sets of civil society direct actions on policy took place: one between the Chamber of Deputies Committee on the Rights of Children with civil society groups to discuss legal issues related to children's rights, notably a law on the adjudication of paternity; and, one between the Chamber of Deputies Finance and Economics Committee's to discuss proposed changes in the customs tariff law with the Chamber of Commerce and Industry, business associations, and trade union representatives. Additionally, during the political impasse resulting from the Prime Minister's resignation, over 200 civil society organizations issued statements in the press urging resolution of the political crisis.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995		0 (b)
	1996	2 (a)	7 (b)
	1997	5 (a)	6 (b)
	1998	8 (a)	
	1999	10 (c)	

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.1 : More effective, self-sustaining judicial system and improved legal advocacy			
<b>INDICATOR:</b> Trials successfully completed			
<b>UNIT OF MEASURE:</b> Number of trials	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections (b) Project Records  <b>INDICATOR DESCRIPTION:</b> Numbers of cases heard at jury trials during 1997 fiscal year. Earlier years were reported on a calendar year basis.  <b>COMMENTS:</b> Jury trials hear only murder cases. Without project assistance, jury trials are slow to be organized, falling prey to logistical and investigative delays. The indicator reflects only those trials held in seven model jurisdictions in which the USAID justice activities operate.	1994	N/A	N/A
	1995	10 (a)	12 (b)
	1996	30 (a)	33 (b)
	1997	45 (a)	75 (b)
	1998	60 (a)	
	1999	65 (a)	

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.1 : More effective, self-sustaining judicial system and improved legal advocacy			
<b>INDICATOR:</b> Clients represented through Prison and Outreach Programs			
<b>UNIT OF MEASURE:</b> Number of clients  <b>SOURCE:</b> (a) USAID/Haiti projections (b) Project reports, calendar year  <b>INDICATOR DESCRIPTION:</b> For 1994 and 1995, "ACTUAL" reflects the number of people assisted by the Human Rights Fund as USAID did not begin implementing legal aid until January 1996. From 1996, the numbers reflect present and outreach cases on a calendar year basis.  <b>COMMENTS:</b> * Figures are reported by CY. From January 1996 to March 31, 1998, 17,330 individuals have received legal assistance through prison and outreach programs. In 1998, resources will focus on clearing backlog cases to address the pre-trial detention issue. Consequently, projected number of cases will decrease in 1998.  ** 1999 figures will not be projected until the workplan is developed.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		4800 (b)
	1995	5000 (a)	2303 (b)
	1996	7205 (a)	7772 (b)
	1997	11225 (a)	12433 (b)
	1998	9000 (a)	
	1999	**	

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.1 : More effective, self-sustaining judicial system and improved legal advocacy			
<b>INDICATOR:</b> 1.1.1: Cumulative number of permanent police force deployed nationwide			
<b>UNIT OF MEASURE:</b> Number of policemen	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections (b) State Department Human Rights Report (c) HNP Deployment charts	1994		N/A
	1995	900 (a)	1350 (b)
	1996	4000 (a)	5200 (b)
<b>INDICATOR DESCRIPTION:</b> Number of permanent police force deployed.	1997	7000 (a)	7239 (c)
	1998	7200 (a)	
	1999	7500 (a)	
<b>COMMENTS:</b> The number of HNP is driven by the Haitian budget. The number includes 500 officers recruited in 1997 who were to start training in December of 1997, but who did not actually begin training until March 1998.			

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.2 : Well-established electoral process			
<b>INDICATOR:</b> 1.2.1: Percentage of registered voters voting			
<b>UNIT OF MEASURE:</b> Percentage  <b>SOURCE:</b> (a) USAID/Haiti projections (b) MICIVIH, CEP and project reports  <b>INDICATOR DESCRIPTION:</b> Percentage of registered voters voting in Presidential, Parliamentary and Local Elections  <b>COMMENTS:</b> The April 1997 elections turnout was the lowest since the 1987 Constitution was enacted. Several factors have been identified to explain this problem, including generalized citizen disappointment with the performance of the government, the widespread belief that officials are corrupt and a growing feeling that elections will not lead to real changes in their lives. Turnout has successively decreased from 70% in 1990, to 50% in the 1995 Municipal and Parliamentary elections, to 25% in the Presidential elections of December 1995 and finally to an estimate 5% in the Communal Section Assembly and partial Senate elections in 1997.  In order to begin addressing the problem of disengagement of citizens in the electoral process, in the fourth quarter of fiscal year 1997 USAID/Haiti implemented new pilot programs designed to better inform citizens of their right and responsibilities, and of concrete examples of ways in which they can gain better access to their elected officials, thereby informing the officials of citizens needs. Training of political parties was also initiated to assist them in engaging their constituents and in developing meaningful party platforms.  <b>GENDER:</b> No gender disaggregated data is available on voters, either from the CEP or from surveys conducted after the elections. Gender disaggregated questions on voter turnout will be included in future surveys.  <b>CHANGES FOR 1998:</b> Since no elections are scheduled for fiscal year 1998, we will not report on this indicator. With the implementation of our new strategy in fiscal year 1999 new indicators will be developed to track progress on the new electoral intermediate result.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		N/A
	1995	80 (a)	45 (b)
	1996	40 (a)	N/A
	1997	20 (a) *	5 (b)
	1998	N/A (no elections mandated)	
	1999	30%	

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.2 : Well-established electoral process			
<b>INDICATOR:</b> 1.2.2: Scheduled elections held as mandated by law			
<b>UNIT OF MEASURE:</b> Event  <b>SOURCE:</b> (a) USAID/Haiti projections (b) Electoral schedules and decrees  <b>INDICATOR DESCRIPTION:</b> Elections are counted as "held" when the entire electoral cycle is completed, including the first round, necessary runoffs and publication of the results. Schedules are determined according to Constitutional and legal mandates.  <b>COMMENTS:</b> In April 1997, elections took place for nine Senate seats and for 564 Communal Section Assemblies. Runoff elections were scheduled to be held for seven Senate seats not decided in the first round in April 1997. However, a number of challenges to the validity of the first-round results have led to a protracted stalemate and the Senate runoff elections have not yet been held. Notwithstanding the controversy, the results of the Communal Section Assembly elections were published in the official gazette and the winners assumed office.  <b>CHANGES FOR 1998:</b> Since no elections are scheduled for fiscal year 1998, we will not report on this indicator. With the implementation of our new strategy in fiscal year 1999, new indicators will be developed to track progress on the new electoral intermediate result.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		N/A
	1995	4 Senate, Deputies Mayors, CASEC President (a)	4 Senate, Deputies Mayors, CASEC (b)
	1996	2 Communal Section Assemblies and Senate (postponed until FY 1997) (a)	1 President (delayed from FY 1995) (b)
	1997	2 Communal Section Assemblies and Senate (a)	1 Communal Section Assemblies (b)
	1998	0	
	1999	5	

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.2 : Well-established electoral process			
<b>INDICATOR:</b> 1.2.3: Percentage of CEP staff trained to perform their duties			
<b>UNIT OF MEASURE:</b> Percentage  <b>SOURCE:</b> (a) USAID/Haiti projections (b) IFES reports  <b>INDICATOR DESCRIPTION:</b> Percentage of CEP field staff, BED, BEC and pollworkers trained in performing their specific duties.  <b>COMMENTS:</b> For the 1997 elections, CEP pollworkers were trained to the extent made possible by a limited budget. Problems that occurred in the elections were more severe in those areas where staff was replaced at a late date in the process. Lessons learned from this training experience are to give more intensive training at a date closer to the elections. USAID's current program has also developed improved curricula, designed to address deficiencies pointed out by local electoral officials.  <b>GENDER:</b> Approximately 50% male and 50% female.  <b>CHANGES FOR 1998 -</b> Since no elections are scheduled for fiscal year 1998, we will not report on this indicator. With the implementation of our new strategy in fiscal year 1999, new indicators will be developed to track progress on the new elections intermediate result.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		0 (b)
	1995	80 (a)	90 (b)
	1996	100 (a)	N/A
	1997	100 (a)	98 (b)

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.2 : Well-established electoral process			
<b>INDICATOR:</b> 1.2.4: Percentage of people surveyed knowledgeable about the electoral process			
<b>UNIT OF MEASURE:</b> Percentage	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections (b) Gallup polls (c) USIS polls			
<b>INDICATOR DESCRIPTION:</b> Percentage of citizens of voting age targeted by nationwide opinion surveys who show a substantial knowledge of the electoral process.	1994		Unkn. (a)
<b>COMMENTS:</b> * During 1997, the planned measurement tools fell short of accurately measuring this indicator since none of the surveys conducted in 1997 addressed people's knowledge of the electoral process. Therefore, we are unable to report on the level of understanding. However, focus groups with 154 of our customers (76 women and 78 men) indicated a widespread perceived need for voters to be better informed about the electoral process and about the rights and responsibilities of both the electorate and elected officials. As Haiti moves toward a consolidation of its democracy, USAID will target voter education efforts to citizens' understanding of why it is important for them to vote, as opposed to a perfunctory knowledge of the mechanics of the electoral process. Pilot programs implemented in 1997 by the National Democratic Institute and the International Republican Institute began to address this need, and the scope of these activities will be expanded in the fourth quarter of fiscal year 1999.	1995	N/A (a)	41 (b)
	1996	34 (a)	N/A
	1997	N/A	N/A * (c)
<b>CHANGES FOR 1998:</b> Since no elections are scheduled for fiscal year 1998, we will not report on this indicator. With the implementation of our new strategy in fiscal year 1999, new indicators will be developed to track progress on the new elections intermediate result.			



<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.3 : More effective and responsive legislature			
<b>INDICATOR:</b> 1.3.1: Legislative agenda established and followed			
<b>UNIT OF MEASURE:</b> Event	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections (b) Project records	1994		N/A
<b>INDICATOR DESCRIPTION:</b> A general outline of legislation to be addressed by Parliament in the coming year. In Haiti the legislative agenda for Parliament is established by the Executive, since most legislative proposals emanate from the Government.	1995	N/A (a)	Yes (b)
<b>COMMENTS:</b> At the beginning of the 1997 legislative session, the Executive normally would have sent an indication of its legislative agenda for the year, outlining general areas of legislation to be addressed. However, this did not occur in 1997. In addition, no draft bills were sent to the Parliament by the Executive. Although Parliament has taken preliminary steps to establish its own legislative agenda, this process has not yet been completed.	1996	Yes (a)	Yes (b)
	1997	Yes (a)	No (b)
	1998		
<b>CHANGES FOR 1998:</b> We are dropping this indicator since this is not a good measure of Parliament's effectiveness or responsiveness.	1999		

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.3 : More effective and responsive legislature			
<b>INDICATOR:</b> 1.3.2: Legislative support staff trained to perform their duties			
<b>UNIT OF MEASURE:</b> percent complete	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections for calendar year (b) Project records (c) USAID/Haiti projections and data for FY 1997  <b>INDICATOR DESCRIPTION:</b> Senior and mid-level (professional, technical and clerical) staff members better-equipped through targeted training to assume and carry out their role in support of Parliamentarians' legislative and oversight functions.  <b>COMMENTS:</b> Training was conducted both locally and overseas and included modules on legislative drafting, budget analysis, protocol and public relations/communications.  <b>GENDER:</b> The Organizational and Functional Analysis of the Haitian Parliament, completed by Associates in Rural Development in 1996, lists 100 senior and mid-level staff, of whom approximately 53% were women. Female participation in project-sponsored training events averaged 23%.  <b>CHANGES FOR 1998:</b> We are dropping this indicator since this is activity-level information.	1994		N/A
	1995	N/A (a)	0 (b)
	1996	30 (a)	15 (b)
	1997 CY	40 (a)	45 (b)

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.3 : More effective and responsive legislature			
<b>INDICATOR:</b> 1.3.3: Legislative information system established and functioning			
<b>UNIT OF MEASURE:</b> percent complete	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections (b) Project records			
<b>INDICATOR DESCRIPTION:</b> Computers, peripherals and software for use by: the Office of the President of each House, support staff in the Accounting, Personnel, Committee Support and other key offices, and individual members of Parliament.  <b>COMMENTS:</b> The Organizational and Functional Analysis of the Haitian Parliament, completed by Associates in Rural Development in 1996, lists Parliament's minimum equipment requirements, including computers and printers. By the end of calendar year 1997, USAID had provided 76% of the computers (with relevant software) and 116% of the printers, or 85% of the total on a dollar-weighted average. The computers and printers were added to the LAN system which had been installed in both houses by a predecessor Parliament support project, under which 40 staff members had already received training in use of the information system.  <b>CHANGES FOR 1998:</b> We are dropping this indicator since this is activity-level information.	1994		N/A
	1995	N/A	N/A
	1996	18 (a)	15 (b)
	1997 CY	50 (a)	85 (b)

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.3 : More effective and responsive legislature			
<b>INDICATOR:</b> 1.3.4: Bills introduced by Parliament			
<b>UNIT OF MEASURE:</b> Number of bills	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections (b) Project records			
<b>INDICATOR DESCRIPTION:</b> Bills introduced by members of Parliament. This was formulated as a measure of Parliament's ability to initiate legislation, as opposed to merely amending draft bills introduced by the executive. This serves as a proxy measure for parliament's exercise of its constitutionally-mandated independence from the traditionally all-powerful executive  <b>COMMENTS:</b> Among the bills introduced and passed by the Senate was an anti-"illegal enrichment" measure, whereby a permanent, bicameral Parliamentary committee would be established to investigate charges of official bribery and corruption. This bill is pending in the Chamber of Deputies.  Also introduced were: - Law covering auctions of government owned property - Law interpreting key provisions of the electoral law - Law modifying article 192 of the Constitution (regarding the composition of the Permanent Electoral Council) - Law on housing rental - Law repealing the 1952 law which gave the Haitian Football Federation exclusive rights to use of the land on which the football stadium was constructed - Law modifying Civil Code provisions governing adjudication of paternity (Note: A number of meetings with civil society groups concerned with the protection of children's rights preceded the introduction of this bill.)	1994		N/A
	1995	N/A (a)	0 (b)
	1996	1 (a)	0 (b)
	1997	3 (a) *	7 (b)
	1998	6 (a)	
	1999	10 (a)	

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.4 : Redefined and circumscribed Government			
<b>INDICATOR:</b> 1.4.1: Parastatals under management contract or privatized			
<b>UNIT OF MEASURE:</b> Number of parastatals	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections (b) CMEP			
<b>INDICATOR DESCRIPTION:</b> Contract documents signed with private enterprises.	1994		0 (b)
<b>COMMENTS:</b> 1. The contract between the GOH and the winning bidder for the flour mill was signed by PM Smarth in September 1997. Renovation of the plant began in December 1997, and the new "Les Moulins d'Haiti" is expected to be producing flour by November 1998.  2. With the selection of the winning bidder for the cement plant in December 1997, CMEP expects to have negotiated the final contract by the end of June 1998 -- at which point the absence of a Prime Minister would hold up signature.  3. USAID-financed TA is either working already (Seaport and Airport) or in final stages of contracting (Teleco), with all three transactions targeted for Spring/Summer 1999.  4. In December 1997, the GOH authorized the operation of a private seaport facility in the secondary city of Gonaives, under a 9-year lease arrangement.	1995	0 (a)	0 (b)
	1996	2 (a)	0 (b)
	1997	2 (a)	1 (b)
	1998	1 (a)	
	1999	3 (a)	

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.4 : Redefined and circumscribed Government			
<b>INDICATOR:</b> 1.4.2: Civil Service Downsized (CSD)			
<b>UNIT OF MEASURE:</b> Events	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections (b) GOH	1994		N/A (b)
<b>INDICATOR DESCRIPTION:</b> 7,500 employees departed from the civil service.	1995	None (a)	N/A (b)
<b>COMMENTS:</b> Civil Service Downsizing Law passed by Parliament in April 1997 and approved in same month by Executive is finally published in "Le Moniteur" on May 14, 1998. Consistent with IMF FY 1998 Shadow Program, GOH aims to remove 5000 employees by September 30, 1998, to be followed by additional 2500 in FY 1999. Given closeness of GOH execution deadline to the end of FY 1998, the target has been set to account for possible slippage.	1996	0 (a)	0 (b)
	1997	5000 (b)	0 (b)
	1998	2500 (a)	
	1999	5000 (a)	

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.4 : Redefined and circumscribed Government			
<b>INDICATOR:</b> 1.4.3: Civil Service Reform Framework Implemented			
<b>UNIT OF MEASURE:</b> Issuance of related administrative orders and/or laws. <hr/> <b>SOURCE:</b> (a) USAID/Haiti projections (b) GOH <hr/> <b>INDICATOR DESCRIPTION:</b> New hiring policies/practices, job nomenclature, pay scale, or civil service laws issued. <hr/> <b>COMMENTS:</b> No parliamentary action -- therefore, no progress on required legislation -- can be expected in FY 1998. <hr/> This revised indicator merges former indicators 1.4.3 and 1.4.4.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		N/A (b)
	1995	None (a)	N/A (b)
	1996	Yes (a)	No (b)
	1997	Yes (a)	No (b)
	1998	No (a)	
	1999	Yes (a)	

<b>STRATEGIC OBJECTIVE No.1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.5 : Increased capacity to address and resolve community issues at the local level			
<b>INDICATOR:</b> 1.5.1: Enabling legislation for local government enacted and implemented			
<b>UNIT OF MEASURE:</b> Law Implemented -- Yes/No Law enacted -- Yes/No <hr/> <b>SOURCE:</b> (a) USAID/Haiti projections for FY (b) Le Moniteur <hr/> <b>INDICATOR DESCRIPTION:</b> Indicator has two phases: enactment of laws (L), and implementation (I). Targets reflect projections that a law on local government will either be enacted or implemented in each FY. <u>Enacted</u> is defined as a law published in Le Moniteur. <u>Implementation</u> is defined as that the principal purpose of the law is met. <hr/> <b>COMMENTS:</b> One law was implemented; the Law for Development & Management Fund. In 1996, the Law for Development was enacted. In FY 1997, it was implemented. The next law to be enacted is the Government Framework Law on Decentralization. NOTE: This indicator will be replaced as USAID does not anticipate activity in FY 1998. Parliamentary action on pending legislation is now blocked by the political impasse, making it highly improbable that any local government laws will be passed and/or implemented by Sept. 1998.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		N/A
	1995	N/A	N/A
	1996	Yes: L/I (a)	Yes:L/I(b)
	1997	Yes: L/I (a)	Yes:I (b)
	1998		
	1999		



<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.5 : Increased capacity to address and resolve community issues at the local level			
<b>INDICATOR:</b> IR 1.5.2: Number of local government units having completed training modules			
<b>UNIT OF MEASURE:</b> Number of units (cumulative)  <b>SOURCE:</b> (a) USAID/Haiti projections for calendar year (b) Reports from USAID-funded implementing agencies (c) USAID/Haiti projections and data for FY 1997  <b>INDICATOR DESCRIPTION:</b> Training modules are defined as "discrete" pedagogical training cycles having as result the reinforcement of overall efficiency of local governance.  <b>COMMENTS:</b> Data is presented in two forms: fiscal year and calendar year. Targets were initially established on a calendar year basis. However, a recent audit has made clear that data should be reported for FY, not calendar year. Therefore, we are providing both sets of information. During calendar year 1997, taking into account the 22 communes having received training in the OTI Communal Governance Program in 1996, USAID provided training to 11 additional communes (18 total but 7 redundant with the OTI communes). Furthermore vision workshops took place in 52 additional communal sections (local government units). Therefore, the cumulative total of local government units having received training is 22+11+52=85. During fiscal year 1997, taking into account the 22 communes having received training in the OTI Communal Governance Program in 1996, USAID provided training to 6 additional communes (9 total but 3 redundant with the OTI communes). Furthermore vision workshops took place in 40 additional communal sections (local government units). Therefore, the cumulative total of local government units having received training is 22+6+40=68. The target for fiscal year 1997 was reduced to reflect that only 3/4 of the year's activities were measured, and therefore, only 3/4 of the CY target was met. NOTE: This indicator will be dropped as it is an activity-level indicator.  <b>GENDER:</b> USAID was concerned to find that women were not meaningfully included in the leadership and municipal by-laws training (1 woman among 59 participants), and for training in communal sections, female participation averaged only 14%. In the following year, USAID will work to address this shortcoming with our partner.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		0 (a)
	1995	0 (a)	34 (b)
	1996	35 (a)	22 (b)
	1997	75 (a) 65 (c)	85 (b) 68 (c) & (b)

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.5 : Increased capacity to address and resolve community issues at the local level			
<b>INDICATOR:</b> IR 1.5.3: Percent of local government units holding formal meetings with grass-roots organizations			
<b>UNIT OF MEASURE:</b> Percentage of communes (cumulative) <hr/> <b>SOURCE:</b> (a) USAID/Haiti projections for calendar year (b) Reports from USAID-funded implementing agencies <hr/> <b>INDICATOR DESCRIPTION:</b> Formal meetings between local civic organizations and elected officials in order to prioritize developmental needs and select GOH or donor-funded sub-projects in targeted communes. Targeted communes are defined as those selected by USAID-sponsored projects for intensive technical assistance and/or general training. <hr/> <b>COMMENTS:</b> Formal meetings between local government officials and grass-roots organizations took place in a total of 27 percent of Haiti's communes (36 of 133 communes/local government units). Taking into account the 22 communes having held formal meetings with grassroots organizations under the OTI program in 1996, USAID assisted 24 additional communes in holding similar meetings in 1997 (24 total, but 10 redundant with OTI communes). Therefore, the cumulative percent of local government units holding formal meetings with grass-roots organizations is (22+24)/133, or 35 percent. NOTE: This indicator will be dropped as it is an activity level indicator. <hr/> <b>GENDER:</b> Approximately 14% percent of meeting participants in 1997 were women. Many of the issues discussed in these meetings directly interest women. For example, in the meetings under the local government project, the prioritization of development needs and selection of sub-projects reflect women's concerns. In two communes, potable water was selected as a priority and will substantially improve women's use of their energies in having better access to clean water. In another commune, roads to provide market access was a selected priority, and market women will benefit greatly from the project.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		N/A
	1995	0 (a)	79 (b)
	1996	30 (a)	17 (b)
	1997	45 (a)	35(b)

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.5 : Increased capacity to address and resolve community issues at the local level			
<b>INDICATOR:</b> IR 1.5.4: Municipal budget made public and discussed with the community by local officials in targeted communes. See annual benchmarks listed below:			
<b>UNIT OF MEASURE:</b> Events (Yes/No)  <b>SOURCE:</b> (a) USAID/Haiti projections for calendar year (b) Reports from USAID-funded implementing agencies  <b>INDICATOR DESCRIPTION:</b> Meetings held between local civic organizations and elected officials at municipal level to discuss budget. Targeted communes are defined as those selected by USAID-sponsored projects for intensive technical assistance and/or general training.  <b>COMMENTS:</b> Municipal budgets were not generally discussed with civic organizations in FY 1997 because communes were not provided funds from the Development and Management Fund until October 1997. Progress under this indicator is best tracked by a series of annual benchmarks: 1996: Development and Management Fund established 1997: Funds allocated to communes 1998: Local officials from 18 targeted communes trained on budget preparation 1999: Municipal budgets discussed in 32 targeted communes by local officials trained in budget preparation	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		0 (b)
	1995	TBD (a)	5 (b)
	1996	Dev. & Mgmt Fund established.	yes
	1997	-Funds allocated to communes	yes
	1998	- 18 communes trained in budgeting	
	1999	-municipal budgets discussed in 32 communes	

## DRAFT NEW INDICATOR

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.2 : Well-established Electoral Process			
<b>INDICATOR:</b> IR 1.2.1: Progress under this indicator is best tracked by a series of annual benchmarks, as follows:			
<b>UNIT OF MEASURE:</b> Event	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections for FY (b) Reports from USAID-funded implementing agencies, Le Moniteur, electoral law  <b>INDICATOR DESCRIPTION:</b> Progress under this indicator is best tracked by a series of annual benchmarks, as follows: - Enabling legislation is enacted - The CEP publishes an elections calendar - Voters registration takes place - Candidates registration takes place - Electoral campaign is conducted - First round vote - First round results published - Second round vote - Second round results published  A critical assumption, over which USAID has little control, is that a credible CEP will be in place before the end of the fiscal year.	1994		
	1995		
	1996		
	1997	N/A	
	1998	- Enabling legislation enacted (a)	
	1999	-The CEP publishes an elections calendar -Voters registration -Candidates registration -Electoral campaign -1st round vote -1st round results published -2nd round vote -2nd round results published	
<b>COMMENTS:</b> This is a new indicator that will be reported on in the FY 1998 R4.			

## DRAFT NEW INDICATOR

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.3 : More effective and responsive legislature			
<b>INDICATOR:</b> IR 1.3.2: Formal consultations with constituents on legislative or policy issues			
<b>UNIT OF MEASURE:</b> Event	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections for FY (b) Reports from USAID-funded implementing agencies, Parliamentarian records and newspaper reports  <b>INDICATOR DESCRIPTION:</b> Number of formal consultations, meetings, or hearings which take place between Parliamentarians and constituents to discuss legislative and/or policy issues.  <b>COMMENTS:</b> This is a new indicator that will be reported on in the FY 1998 R4.	1994		
	1995		
	1996		
	1997	N/A	
	1998	8 (a)	
	1999	12 (a)	

## DRAFT NEW INDICATOR

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.3 : More effective and responsive legislature			
<b>INDICATOR:</b> IR 1.3.3: Number of times Parliament exercises oversight over the Executive			
<b>UNIT OF MEASURE:</b> Events	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections for FY (b) Reports from USAID-funded implementing agencies, Parliamentary records and newspapers reports  <b>INDICATOR DESCRIPTION:</b> Number of times GOH Ministers, Secretaries of State, or their representatives are summoned to appear before Parliament (committees or in plenary session) to explain GOH programs and/or policies.  <b>COMMENTS:</b> This is a new indicator that will be reported on in the FY 1998 R4.	1994		
	1995		
	1996		
	1997	N/A	
	1998	4 (a)	
	1999	8 (a)	

## DRAFT NEW INDICATOR

<b>STRATEGIC OBJECTIVE No. 1: Foster more Effective and Responsive Democratic Institutions and Empowered Communities</b>			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.5 : Increased capacity to address and resolve community issues at the local level			
<b>INDICATOR:</b> IR 1.5.1: Number of targeted communes implementing models of new institutional arrangements for public service delivery			
<b>UNIT OF MEASURE:</b> Number of communes (cumulative)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections for FY (b) Reports from USAID-funded implementing agencies  <b>INDICATOR DESCRIPTION:</b> Models of new institutional arrangements are defined as partnerships with associations, private firms and public authorities to produce public goods and services in diverse localities. Targeted communes are defined as those where local government officials are receiving intensive technical assistance and/or participating in general training under the USAID local government program.  <b>COMMENTS:</b> This is a new indicator that will be reported on in the FY 1998 R4.	1994		
	1995		
	1996		
	1997		0 (b)
	1998	4 (a)	
	1999	20 (a)	

**STRATEGIC OBJECTIVE NO. 2**  
**PROMOTE BROAD-BASED, ENVIRONMENTAL SOUND AND SUSTAINABLE**  
**INCREASES IN AGRICULTURAL AND URBAN INCOMES AND EMPLOYMENT**

**A. Performance Analysis**

Overcoming the general malaise in the current economy, the results produced by this SO have positively improved the quality of life rural and urban poor beneficiaries in USAID/Haiti program areas. The few results which did not meet planned targets are attributable to the inability of the government to follow through on critical actions and delay in implementation start up of key contracts.

The two performance indicators which measure achievement of this Strategic Objective had mixed results. Under **Result 2.1: Agricultural Income**, several of USAID's activities have reached a critical mass of beneficiaries increasing both the productivity of the areas and most importantly, farmers' income. Results of the 1997 farmer productivity survey shows income rising 19 percent from a planned target of 14 percent, despite a serious drought which affected reforestation efforts in the NorthWest. This three-year trend in rising income is the result of massive distribution of improved plant material (corn, beans, banana and cassava); export sales of coffee and cacao; and, the intensive extension program which reached a growing number (150,000) of small farmers. Under the **Result 2.2: Percent Change in Real GDP**, despite the establishment of an improved macro-economic framework in most areas, the Haitian economy continued to stagnate in 1997, with real growth of only 1.5 percent. The drop in GDP is primarily due to the perceived high risk associated with Haiti's fledgling democracy. The lack of security as well as political and economic uncertainties undermined the anticipated public and private sector investment (a critical assumption to the achievement of this SO). The GOH had a \$110 million budgetary shortfall and \$111.8 million shortfall for GOH project support.

**Inflation**, which reached 52 percent by early 1994, **declined** to 16 percent last year. The privatization program began in 1997 with the sale of one agribusiness parastatal and the sale of the state-owned cement company is partially completed. By its introduction of Central Bank bonds as a new more flexible monetary instrument, the BRH was able to significantly lower reserves on commercial bank savings, from 53 percent to 15 percent making more resources potentially available for investment and giving greater stability to the financial system.

A total of 3,846 loans were made through USAID supported credit activities that just began disbursing in March 1997. Credit is now becoming available to the poor through a village banking program that has already reached over 3600 beneficiaries (almost 100 percent women). The first privately owned commercial bank in Haiti in partnership with USAID/Haiti has opened its doors to the informal sector, an extremely encouraging sign for alleviating urban and rural poverty. It has already made over 246 loans to small and micro-enterprises. One other bank has joined the program and has recently begun lending activities.

Public-private partnerships are beginning to emerge with the first example in Cap Haitien resulting in the first successful cruise-ship visit after more than a decade's absence of the industry. The



cruise ship industry -- a major development force in the Caribbean -- benefits the handicraft industry, improves city revenues, and generates jobs and foreign exchange.

Rural and urban environmental interventions have produced success and replicable developmental models. In our rural hillside programs over 150,000 small farmers have planted multipurpose and coffee trees, deployed soil and water conservation practices, produced new crops for domestic and export markets, and most importantly, organized themselves to market more of their production in ways that have increased their revenue and created jobs in their communities. USAID also leveraged a key partner, the IDB, to replicate and expand the "Haitien Bleu" Coffee Program in the North Eastern department of Haiti. In our urban program, a water/sanitation program was completed in Cite Soleil - the worst slum in the Western world - with a population of 200,000 in two square kilometers. Clean water is now sold to 175,000 people through 76 community-operated fountains with proceeds used to fund the collection of solid waste.

### **Intermediate Result 2.1 Increased investment in, and productivity of, private sector enterprise**

USAID's support for achieving this IR is concentrated into two distinct but complementary programs: financial and non-financial services to businesses and activities to strengthen the enabling environment for enterprise through private sector advocacy and privatization.

Performance was encouraging with major government actions undertaken to establish a macro-economic framework including privatization, as previously described, that is essential for sustainable increases in income and employment. For this reporting period, USAID/Haiti was only able to verify data for the overall assembly sector as opposed to survey data assessing the actual number of new businesses created or reopened.

Anecdotal evidence shows that investments in tourism and the handicraft industry have increased in Port-au-Prince, Cap Haitien and Jacmel. Reliable and complete data for this indicator with the exception of the factory/assembly sector is not available. USAID/Haiti proposes to delete this indicator for the 1998 R4 reporting period.

Following Peru's success in formalizing urban property through Hernando de Soto's ILD, the USAID initiative partnering ILD with the Haitian organization CLED is underway and expected to provide thousands of Haiti's poor with clear title to their land and an opportunity to use it as collateral for credit. Preliminary findings indicate that the value of informal property and homes in Port-au-Prince exceeds \$1.5 billion.

Informal rural and urban credit organizations made loans to 3,818 micro-entrepreneurs. New jobs created and saved during the last three years now total 13,952. Two new private banks opened their doors in 1997 making micro-lending a lead focus of their portfolio. Other successful non-financial activities included a contract to the National Tailor's Association and support to the new Haitian Crafts web site where artisans can now access markets; and, to handicraft export firms for training and upgrading their crafts.

**Intermediate Result 2.2: Increase in sustainable hillside agricultural productivity**

The majority of targets for this indicator were met. Presently more than 150,000 farmers are using improved plant materials and sustainable farming technologies. This represents a 20 percent increase over the projected target.

USAID fell short in achieving the 8 million target of trees planted because of the time it took to address constraints. Although one partner planted almost one million more fruit and hardwood trees than last year, total tree production in 1997 was 4.8 million. To plant this number of trees several constraints had to be overcome (see Table 2.2.4 for more detail): a) a nine month delay in obtaining funds from the bureau, b) a five month delay in implementation start up of the Community Agroforestry Program caused by delays in recruiting key project personnel, c) a serious drought affecting reforestation in the Northwest, d) programmatic change in focus from tree planting to a broader conservation effort protecting key watersheds and ensuring that the trees remain viable, and e) funding constraints forcing the Coffee Program to specialize on marketing and to exclude new plantings. When additional funds were received in late 1997, USAID awarded a grant to PADF to plant an additional 450,000 coffee seedlings over a two year span. In addition, 200,000 fruit trees were grafted.

In total, farmers under the PLUS and Coffee program continue to make economic gain. The 1997 survey results indicate that agricultural income and crop yield, among participating farmers increased by 19 percent. On the average, coffee farmers are receiving almost \$110 more per hectare and cacao farmers are obtaining \$165 more per hectare. "Haitien Bleu" coffee exports increased slightly in 1997 and cacao farmers have recently sold 160 metric tons with a value of over \$270,000 representing a 20 percent increase in income to these very small holders.

**Intermediate Result 2.3 Increase in environmental awareness and actions**

This IR met its targets, and increased the number of urban and rural poor accessing new technologies with activities in communities such as Cite Soleil and Gonaives.

USAID/Haiti decided to reschedule the baseline environmental awareness survey until calendar year 1998 so that this data could be more useful for USAID's Strategic Plan for Haiti FY 1999-2004.

USAID/Haiti supported 2,179 farmer groups through the PLUS and Coffee projects, representing a 6 percent increase from last year. Although the number of farmers in our program will continue to increase, 1998 figures will show a drop to 1,000 farmer organizations. This drop reflects a methodological change which consolidates farmer groups as they become mature and cause a drop in the overall number of farmer organizations. The SO team is more concerned with strengthening these organizations, improving their management and achieving economies of scale.

As promised in last year's report, preparatory work was begun for the Binational conference (successfully held in April 1998) to address Haiti-Dominican Republic issues in the Artibonite watershed.

One of the most important successes was the completion of the Water/Sanitation program in Cite Soleil autonomy to community based organizations and providing clean water to over 175,000 people. The organization fully recovers its recurrent costs for water supply. Revenues have risen an average of 30 percent each month from April to September 1997. These revenues are used to expand the solid waste operations which is critical since solid waste clogs canals and leads to flooding of sanitary waste into people's homes. In addition, seven communal pay-to-use latrines have been built and are operating. In all, 124 sustainable jobs have been created, almost all of them for Cite Soleil residents.

Similarly, in Gonaives, Haiti's third largest city, CARE mobilized USAID's funds and community resources to dramatically improve the physical environment in two of the city's worst slums. Using PL-480 Title II commodities and ESF funds, CARE's food for work activity responded to the priority of community residents who literally lived in mud and sewage due to the lack of drainage along the road. In response CARE constructed 17.63 kilometers of road and rehabilitated 3.7 kilometers of ravines affecting 29,000 people.

In addition, the administrative steps were taken for the start-up of the new partner's contract and grants program and key staff were hired. This activity will be the primary contributor over the long-term to achieve many of USAID's results in the income/environmental sectors. Results were minimal during this time period but were consistent with the modest expenditures made for the achievement of this result during FY 1997 (\$165,000).

#### **Intermediate Result 2.4: Strengthened national framework for food security and environmentally sound development**

Although the political climate was not conducive for revising or implementing new environmental or food security regulations, the anticipated results on the environment side were achieved the previous year and the food security policies developed exceeded expectations. The food policies implemented in compliance with FY 1997 PL-480 Title III conditionalities included: the authorization of a private port in Gonaives; the streamlining of customs clearance procedures; the official GOH designation of two HPZs; and the designation of the Title III Management Office as the implementor of all bilateral food assistance programs.

Resources for this result focused on support to the Ministries of Environment and Agriculture in the implementation of two specific activities: the collection of food security data and the preparation of the National Environmental Action Plan. One area sample frame and training of the Ministry of Agriculture staff were completed leading to a pilot agricultural/production survey.

For the environment, the primary achievement in 1996 was that the National Environmental Action Plan (NEAP) process mobilized over 93 communes to draft natural resource management environmental plans with the participation of over 660 local NGOs and municipalities and 4,650 individuals. Eight sectoral draft reports were prepared with over 750 members of Haitian civil society. However by February 1997, a management decision by the Minister of Environment, led to the replacement of the NEAP coordinator and precipitated a complete suspension of NEAP disbursements by all four participating donors.

Although ministerial support for development of the NEAP was secured at the level of the Prime Minister and Inter-ministerial committee, the Prime Minister resigned in June 1997 and the Minister of Environment in August 1997 just after appointing the new NEAP coordinator. By the end of the year, the new NEAP coordinator had done a thorough review and compilation of all the work and made his recommendations on the next steps required to complete the process. The NEAP is close to completion. However, it appears that there remains a lack of political will in the lower levels of the Ministry to complete the NEAP and to coordinate with donors.

## **B. Linkage to Strategy**

The indicators and strategic objectives were re-evaluated during the preparation of USAID's strategic plan for Haiti FY 1999-2004. USAID intends to reorganize SO2 into two closely intertwined SOs: Sustainable Increased Income for the Poor (SIIP) and Environmental Degradation Slowed (ENV).

SIIP will include all activities currently supporting IRs on hillside agriculture and informal sector services and will add two new IRs: improving the investment climate (IMINC) and high potential zones (HPZ). IMINC will continue activities pursued in the past on the policy front while expanding its support towards a more empowered civil society capable of engaging into a constructive economic policy dialogue. Additionally, IMINC will reinforce Haiti's institutional base for applied research on poverty and attention will focus on the Haitian Parliament's capacity to analyze environmental and economic policy issues affecting economic growth.

The HPZs program will include technical assistance, training and financial resources to revitalize regions outside the capital city. The primary objective of the HPZs will be to establish engines of economic growth which provide employment and other economic opportunities to the growing active economic population in the country.

ENV will build on the success achieved under the on-going program, applying the lessons learned, and add one new IR on energy at the high level funding scenario. USAID's environmental team will: nurture community-based endeavors to sustainably manage natural resources, promote improved policies, and fund economically sustainable activities addressing environmental constraints.

The proposed program will also improve the GOH capacity to enact improved policies and to enforce them. Roles and responsibilities of various ministries at the national level will be clarified, the legal framework and authorization of the Ministry of the Environment, or its equivalent functions in another Ministry, will be in place, and the Ministry will be actively engaging all Ministries, as well as all donors, to assure a comprehensive, coordinated approach to environmental management.

## C. Expected Progress by Year 2000

### Result 2.1

The primary customer of this IR will continue to be the informal sector. In response to the constraints identified in the agricultural sector, which receives less than one per cent of total formal financing, this IR will also include small and micro-farmers. Building on PRET success, USAID/Haiti will develop a dynamic financial network, FINNET, that will support actors in the financial system capable, or potentially capable, of providing financial services (e.g., credit, savings) to the informal sector. These include Village Banks, NGO/NBI's, *Caisses Populaires* (credit unions), and commercial banks. The policy framework affecting their transactional costs and encouraging competitive sustainability will be a decisive component of this effort.

This new approach will seek to mitigate the risk of financial intermediation while reinforcing the institutional capacity of the financial institutions to expand services to rural areas, and especially women who control major segments of the marketing system.

Complementing FINNET, USAID/Haiti will launch a business support program structured to address the non-financial constraints blocking the profitable expansion of successful small and micro-enterprises. This element will facilitate access to improved technologies and markets to thousands of artisans.

### Result 2.2

The IR Increased Environmentally Sustainable Agricultural Productivity will expand our current SO2 work on the use of improved soil and water management techniques to improve yields. The key change is that the new IR will focus on the overall income producing activities of the farming unit (farm system) and will put more emphasis on marketing and food processing to reduce the significant post-harvest losses (estimated at above 40 percent) affecting high value perishable crops (i.e., increasing the value of fruit trees). This IR will be reinforced by the rural credit services provided through FINNET, including Title III funding, and be closely linked to the Environmental SO and its community based activities.

### Results 2.3 and 2.4

With the new environmental strategic objective (ENV), USAID/Haiti will be well-positioned to focus on implementing programs directly with community groups. Donors have agreed to begin regular donor coordination meetings and continue efforts to engage the government on policy issues and the NEAP.

The most important institutional element in this IR is the establishment, with multi-donor support, of a Haitian Environmental Foundation (HEF) designed to eventually provide sustainability to on-going contractor-delivered services to attract additional resources for environmental activities and to ensure a rigorous and accountable use of the funds disbursed. The HEF should be designed

during 1999 and be ready for operations towards the end of 2000 or early 2001. It should be fully functional towards 2003. This SO also adds a new IR in the energy field.

This IR will address the major threat to Haiti's hillside agriculture and the budget of poor families: increased and more expensive charcoal consumption fueled by an ever growing population and an accelerated urbanization rate. The indicators in this IR will measure, in tons of wood equivalent, the amount of non-charcoal fuel used, or charcoal used more efficiently through more efficient burners. The regulatory dimension of power generation, transmission and distribution and the capacity to identify alternative energy solutions to the deepening energy crisis in Haiti complement this IR.

#### **D. Environmental Compliance**

For the Program for the Recovery of the Economy in Transition (PRET), an amended IEE recommending a categorical exclusion for most activities was recently approved by the BEO. For the formalization of urban real estate activity (funded by PAR and PRET), the contractor must prepare a short analysis of any potential environmental impacts (including whether urban migration could increase as a result of the program) and recommend mitigative measures for the implementation phase of the program.

Under the Agriculturally Sustainable and Environmental Transformation (ASSET) program, the IEE requires agricultural activities to be implemented with Environmental Assessment recommendations; institution building activities are categorically excluded. New activities involving animals and water systems within this SO will require an amended IEE before implementation begins. For the ASSET's program's community tree-planting component, generic Best Management Practices (BMPs) must be submitted to the MEO and CEO for approval prior to program implementation involving chemical usage. An amended IEE is being prepared to cover specific activities that are part of the grant program (natural resource and urban activities).

**PERFORMANCE BY INDICATOR FOR  
"BROAD-BASED, ENVIRONMENTALLY SOUND AND SUSTAINABLE INCREASES IN AGRICULTURAL  
AND URBAN INCOMES AND EMPLOYMENT (SO2)**

Indicators	Fell Short	Met	Exceeded	Changes in 1998
SO: Agricultural Income of participating farmers in selected areas			x	
SO: Percent change in real GDP	x			
IR1: Businesses created or reopened		N/A		Increase gross credit to the formal sector
IR1:: New jobs created or saved			x	Number of loans to participating customers
IR2: Increase in hillside crop yields of participating farmers			x	
IR2: Participating farmers using sustainable practices			x	
IR2: Hectares of hillside farm land assisted by USAID			x	Drop
IR2: Agroforestry trees planted	x			Increases in vegetative cover/biomass in targeted watersheds
IR2: Percent of induced agricultural practices still being managed		x		
IR3: Changes in sound environmental practices		N/A		
IR3: NGOs and community groups participating in environmental protection			x	
IR4: Revised or newly implemented regulations affecting the environment	x			
IR4: Food security and environmental policies formulated			x	

Summary for SO2	Fell Short = 3	Met= 1	Exceeded= 7	N/A = 2
-----------------	----------------	--------	-------------	---------

<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> Same as objective			
<b>INDICATOR:</b> IR 1: Agricultural Income of participating farmers in selected areas			
<b>UNIT OF MEASURE:</b> Percentage	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> CARE and PADF project surveys and reports	1995 (B)	10	10
<b>INDICATOR DESCRIPTION:</b> Farmers' statement of increase in agricultural income.  <b>COMMENTS:</b> A total of 152,524 farmers participate in the PLUS project activities and of this total, 25% (38,000) are women. This indicator addresses primarily those components enhancing soil and water conservation. In 1999, this indicator will be replaced by: Percent Increase in Average Real Farm Income in Selected Areas	1996	12	20
	1997	14	19
	1998	15	
	1999	5	



<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> Same as objective			
<b>INDICATOR:</b> IR 2: Percent change in real GDP			
<b>UNIT OF MEASURE:</b> Percentage	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Combined BRH, IMF, IBRD and USAID	1994 (B)		-8.3
<b>INDICATOR DESCRIPTION:</b> Percentage increase in real GDP.	1995	4.5	3.5
<b>COMMENTS:</b> The Haitian economy continued to stagnate in FY 1997. Political indecision (from both parliament and the GOH) on economic reforms held up more than \$100 million of external financing of the GOH budget, forcing a restrictive fiscal and monetary policy that compounded existing structural constraints to private investment, closing off prospects for real growth in the economy.	1996	2	2
	1997	3.5	1.5
	1998	2	

<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 2.1: Increased investment in and productivity of private sector enterprises.			
<b>INDICATOR:</b> IR:2.1.1: Businesses created or reopened			
<b>UNIT OF MEASURE:</b> Number	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> US Embassy survey of the formal sector	1994 (B)		N/A
<b>INDICATOR DESCRIPTION:</b> Enterprises mainly assembly, agri-business, operators, tourism and local manufacturers.	1995	40	91
<b>COMMENTS:</b> For this reporting year, USAID/Haiti could only observe the trend for the overall assembly sector. Anecdotal evidence shows that the number of plants opened has declined but the number of workers in these plants have risen. Evidence of new investment in tourism hotels and the handicraft industry has also been observed. Presently, there is no solid source for gathering data for this indicator which will be deleted for the 1998 reporting year and replaced by Increase gross credit to the formal sector. The baseline for this new indicator is 7.19 billion gourdes	1996	100	110
	1997	130	Not Available
	1998	10%	
	1999	10%	

<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 2.1 : Increased investment in and productivity of private sector enterprises			
<b>INDICATOR:</b> IR 2.1.2: New jobs created or saved			
<b>UNIT OF MEASURE:</b> Number	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Project reports			
<b>INDICATOR DESCRIPTION:</b> For this indicator, new jobs created or saved refer to the number of employees working in businesses that benefited from USAID loan program at the time of disbursement.	1994	600	N/A
<b>COMMENTS:</b> This cumulative indicator measures employment impact from our loan portfolio. Two different employment effects are captured. The participating NBIs usually lend to women engaged in small and micro economic activities; our analysis shows that these recipients manage to keep their fragile microenterprises going, but they do not hire additional help. Thus, the 3,356 credits lent by this NBIs have saved an equal amount of jobs. Our partner, the BUH, however, shows a better performance on its 246 loans awarded in the R4 period. Our analysis of their records show that, on average 2.07 jobs are financed by these loans. Summarizing, the 1997 addition to employment is: a) 3356/NBIs; b) 509 /BUH; and, c) total 3,865. The indirect employment impact is not included, nor the employment impact of our agribusiness and agricultural activities (lack of verifiable data). This indicator will be deleted in 1998 and replaced by Number of loans to participating customers. In 1999 the indicator will be: Percent Increase in number of customers of USAID small and microentrepreneur program . W = women; M =male	1995	1,200	2,353
	1996	2,500	10,087
	1997	12,000	13,952
	1998	2,400	
	1999	W: 25% M: 25%	

<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 2.2: Increase in sustainable hillside agricultural productivity			
<b>INDICATOR:</b> IR 2.2.1: Increase in hillside crop yields of participating farmers			
<b>UNIT OF MEASURE:</b> Farmers' statements of increase in yield (%) <b>SOURCE:</b> CARE and PADF surveys <b>INDICATOR DESCRIPTION:</b> This indicator shows the average yield increase for food and perennial crops found in the farming system namely cassava, corn, bean, coffee, yams, plantain etc. <b>COMMENTS:</b> This reported figure is valid for the 152,524 farmers working in CARE and PADF project areas of which 38,000 are women.  The indicator is expressed in percentage terms to economize on project resources devoted to monitoring and evaluation. Due to the large (~50) number of crops and agroclimatic zones relative to the resources available for monitoring and evaluation, there is no plan to obtain baseline yield data on a project wide basis. The data collected does not require that the crop be identified nor that units of measure be standardized across farmers. Farmers simply tell the field enumerators that they harvested X units one season and Y units the following season and our partners calculate percentage changes. This indicator will be dropped for 1999. As indicated in IR 1, a new indicator will be used to measure the impact of our agricultural program at the farm level, namely "Percent increase in average real farm income in selected areas"	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		
	1995	10	10
	1996	15	20
	1997	15	19
	1998	15	
	1999	5	

<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 2.2: Increase in sustainable hillside agricultural productivity			
<b>INDICATOR:</b> I.R 2.2.2: Participating Farmers using sustainable practices			
<b>UNIT OF MEASURE:</b> Number of farmers	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> PLUS reports (a) new participants (b) old participants (c) graduated participants (d) total	1995	64,000	91,000
	1996 (d)	101,032	103,240
	(a)	32,914	30,647
	(b)	21,434	37,766
<b>INDICATOR DESCRIPTION:</b> Farmers using agricultural production practices that protect the environmental resource base. Examples of the practices are: contour canals, alley cropping, check dams, rock walls etc.	(c)	46,684	34,827
	1997 (d)	126,435	152,524
	(a)	24,644	34,940
	(b)	22,900	51,281
<b>COMMENTS:</b> The plan level has been exceeded by 21% as a result of higher demand for trees and other economically viable sustainable practices by the farmers. Of the total cumulative number of farmers using sustainable practices 152,524, 25% are women (38,000). Graduated participants are those who no longer receive technical assistance from the project but still apply the techniques. New participants are those who entered the program this fiscal year. Old participants are those who have been with the program prior to 1997.	(c)	78,891	66,303
	1998 (d)	155,000	
	(a)	27,200	
	(b)	25,470	
	(c)	102,330	
	1999	175,000	

<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 2.2: Increase in sustainable hillside agricultural productivity			
<b>INDICATOR:</b> IR 2.2.3: Hectares of hillside farm land assisted by USAID			
<b>UNIT OF MEASURE:</b> Number of hectares	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> PLUS Extensive Survey done for FY 1997	1995	70,000	100,000
<b>INDICATOR DESCRIPTION:</b> This is an environmental impact indicator that reflects increased extension activities in target zones and farmers' willingness and participation in the program,	1996	110,000	110,000
<b>COMMENTS:</b> This indicator will be eliminated because our emphasis is on increased income and the number of farmers accessing and maintaining improved agricultural and natural resource management technologies. This indicator will be dropped in 1999 to better reflect the impact of civil society implementing, environmental solutions. The new indicator will be: increase in hectares of land protected through community programs.	1997	121,000	167,776
	1998		
	1999	12,400	

<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 2.2.: Increase in sustainable hillside agricultural productivity			
<b>INDICATOR:</b> IR 2.2.4: Agroforestry trees planted			
<b>UNIT OF MEASURE:</b> Trees in Millions  <b>SOURCE:</b> a ) PADF/CARE (PLUS) b ) IICA (COFFEE) and c ) Winrock ( ASSET) reports  <b>INDICATOR DESCRIPTION:</b> This indicator reports on the number of multipurpose, fruit, and coffee trees planted on the traditional farmer's gardens.  <b>COMMENTS:</b> (a) Erratic rainfall pattern in early 1997 caused a shortfall of planted trees in the Northwest. (b) No resources were expended for coffee production. Due to a funding shortfall, we shifted emphasis from coffee seedling production to coffee marketing and lost the opportunity to produce 1 million seedlings. (c ) Delay in Bureau allocations meant nine month delays in contract implementation start up. Then between June and December, 1997, tree planting activities were not begun due to delays in recruiting staff as part of a committee that included the GOH and due to a programmatic shift from tree planting to a demand-driven income generating and conservation focus resulting from the revision of our strategic plan. The programmatic shift was based on carefully reviewing lessons learned and conducting a field assessment (finalized in December 1997) before beginning program implementation.  Total trees planted for 1998 is expected to reach 5 million. In 1999 the tree indicator will be dropped because it does not fully measure the impact of our program. The new indicator will measure increases in vegetative cover/biomass in targeted watersheds.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995 (B)	5	5
	1996	6	6.4
	1997 (d) total (a) (b) (c)	8 5 1 2	4.8 4.8
	1998 (a)	5	
	1999	TBD	

<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 2.2: Increase in sustainable hillside agricultural productivity			
<b>INDICATOR:</b> IR 2.2.5: Percent of induced agricultural practices still being managed			
<b>UNIT OF MEASURE:</b> Percent	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> CARE and PADF surveys and reports done for FY 1997	1996 (B)	75	60
<b>INDICATOR DESCRIPTION:</b> Percent of all soil conservation and tree planting efforts still being managed.	1997	80	80
<b>COMMENTS:</b> In response to the PLUS program evaluation, this indicator was added to ensure that the program continued to be concerned with the quality of farmers' field practices while continuing to expand quantifiable indicators (new participating farmers and conservation structures built). This indicator will be dropped.	1998	80	



<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 2.3: Increased environmental awareness and actions			
<b>INDICATOR:</b> IR 2.3.1: Changes in sound environmental practices			
<b>UNIT OF MEASURE:</b> Number of people	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> ASSET			
<b>INDICATOR DESCRIPTION:</b> Impact of Environmental Awareness Program.	1997	TBD(1)	
<b>COMMENTS:</b> (1) The survey to determine the changes in Environmental Practices will be part of the ASSET program. However, a management decision was made to conduct the survey in calendar year 1998 after the development of the new strategy. (2) The baseline indicator measured for 1998 will reflect the new strategy and will be changed to: "Increase of the Target Population (women and men) Aware of Better Environmental Practices".	1998	BASELINE (2)	
	1999	5	

<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 2.3: Increased environmental awareness and actions			
<b>INDICATOR:</b> IR 2.3.2: NGOs and community groups participating in environmental protection.			
<b>UNIT OF MEASURE:</b> Numbers of NGO's and groups	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> a) CARE. b) PADF, and c) COFFEE	1994	0	500
<b>INDICATOR DESCRIPTION:</b> Dissemination of improved natural resource management practices through community groups.	1995	600	2,000
<b>COMMENTS:</b> The number of farmer groups participating in environmental protection activities is as follows: a) CARE:136; b) PADF:1,243; c) COFFEE: 800; for a total of 2,179. We intend in the future to measure groups who have legal constitutions and have legal recognition. The planned level for 1998 will decrease as the revised indicator will count only the larger consolidated agriculture-based NGOs and cooperatives and not their component parts of smaller farmer groupments. This indicator in 1999 will be replaced by: Population (000) using improved environmental practices in solid waste disposal, soil and water conservation, energy efficiency, and silviculture.	1996	2,000	2,055
	1997	1,600	2,179 136 (a) 1,243 (b) 800 (c)
	1998	1,000	
	1999	175	

<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 2.4: Strengthened national framework for food security and environmentally sound development			
<b>INDICATOR:</b> IR 2.4.1: Revised or newly implemented regulations affecting the environment			
<b>UNIT OF MEASURE:</b> Number	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Project and parliamentary reports			
<b>INDICATOR DESCRIPTION:</b> Number of laws, conventions or laws approved by the parliament or being newly implemented by a GOH institution.	1996	1	3
<b>COMMENTS:</b> This target was achieved in 1996. No other regulations were passed this year. The environmental legislation was not a priority for the Government of Haiti, considering the absence of a Prime Minister, the political conflict within the parliament and the resignation of the Minister of Environment. The National Environmental Action Plan has not yet been approved by Parliament. For 1998, this indicator is being combined with Result 2.4.2. Result and indicator 2.4.1 have been deleted from the new strategy at the IR level.	1997	2	0
	1998	0	

<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 2.4: Strengthened national framework for food security and/or environmentally sound development			
<b>INDICATOR:</b> IR 2.4.2: Food security policies formulated			
<b>UNIT OF MEASURE:</b> Number	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Project report, parliamentary report, donors report	1995 (B)	N/A	N/A
<b>INDICATOR DESCRIPTION:</b> Food security and/or environmental policies formulated	1996	3	3
<b>COMMENTS:</b> Four policy measures were achieved including streamlining of custom clearance procedures, authorizing the private Port at Gonaives, designating officially the two HPZs, and designating the Title III Management Office for the monetization of all bilateral food assistance programs. In 1998, this indicator will be expanded to include environmental policies.	1997	3	4
	1998	2	
	1999	2	

### STRATEGIC OBJECTIVE NO. 3 SMALLER, HEALTHIER, BETTER EDUCATED FAMILIES

#### A. Performance Analysis

USAID's partners met or exceeded almost all targets during the reporting year. Despite the political and institutional constraints facing the Ministry of Public Health and Population (MSPP) and the Ministry of Education, progress was made on key USAID initiatives undertaken with both Ministries. However, planned targets for several indicators that were dependent on MSPP and Ministry of Education action have not been met.

USAID's health sector subgrantees, who make up the largest single component under the SO, continued to perform well. Political problems in Port-au-Prince have not unduly hindered their delivery of services. Similarly, the three PL-480 Title II Cooperating Sponsors, CARE, CRS and ADRA, successfully implemented school feeding and nutrition programs as planned. They also began a major expansion of school feeding programs in response to a request from President Préval.

Modest activities remaining under USAID/Haiti's on-going education program concluded during the reporting period, with the new Education-2004 project now coming on-line, and a renewal of activity in the education sector expected in the coming fiscal year. In the education sector, all observers were very concerned to note the decline nationwide in the percentage of sixth grade students passing the national *Certificat d'Etudes Primaires*.

#### **Intermediate Result 3.1: Strengthened National Framework for Decentralized Health Services Delivery**

Program implementation continued to benefit from the reengagement of the Ministry reported last year. The June 1997 resignation of the Prime Minister seriously upset day-to-day operations at the Ministry and prevented attainment of one USAID/Haiti target under this IR. Until recently, little action had been taken on a range of issues concerning the role of the central ministry and the implementation of decentralization. Nevertheless, local Ministry personnel working with private and NGO health providers have established several *Unités Communales de Santé* (UCS) at the local level to manage health services delivery.

The GOH did not adopt a new population policy as planned, although, President Préval and his cabinet requested and received a population briefing. The Minister of Interior, who now has responsibility for population policy, took steps to create in the ministry a Secretariat of State for Population.

The inability of the GOH to satisfy the conditionalities of several donor programs, including the World Bank, IDB and European Union, has reduced the level of financial resources available to the Ministry. These substantial amounts of donor funds which would have supported the Ministry's health sector program.

Toward the end of the reporting period the GOH named USAID/Haiti's senior health sector FSN as the Health Ministry's new Director General. This personnel action reinvigorated the Ministry despite the continuing political crisis. While the acting minister remains in place, effective management of day-to-day operations is performed under the supervision of the DG who knows sector programs and actors well.

Since the DG's arrival, but after the current reporting period, the Ministry successfully completed the final drafts of norms and standards for family planning, surgical contraception, and maternal care, including training for traditional birth attendants. These guidelines will be formally presented to the health care community in June 1998.

While USAID/Haiti's partners met the FY 1997 target for UCS formation, USAID/Haiti proposes to lower the FY 1998 target by one to reflect anticipated progress, and increase the FY 1999 target by 5.

Under the new strategy, policy-oriented targets will focus on GOH actions supporting reproductive health and family planning, specifically norms and standards, advocacy on behalf of reproductive health issues, and establishment of a private foundation linked to a public sector institution focusing on population issues. For FY 1998, the last year under the current strategy, USAID/Haiti proposes targets of issuing new norms and policies for IEC, AIDS, and Reproductive Health, and initiation of training programs for disseminating the new Reproductive Health norms.

### **Intermediate Result 3.2: Improved Delivery of Primary and Reproductive Health Services to Target Populations**

USAID-financed programs continue to effectively serve 2.3 million people with quality primary health and family planning services and to exceed targets for this IR. In program areas, the success of USAID's investments is clear: EPI coverage continues to improve and now surpasses national rates by half; ORT is being used by 66.3 percent of women in program areas, more than double the national rate; and contraceptive prevalence has jumped to 36.4 percent, again, double the national rate. Particularly noteworthy is the dramatic increase in condom sales, from 4.7 million to 6.9 million, an increase of 46 percent from last year, far outstripping the target of 5 million. The program has attained these excellent results in a year of transition during which the sector institutional contractor took over management responsibilities for USAID's subgrants program and became fully engaged in efforts to strengthen the partnership between public and private actors in the sector.

Toward the end of the reporting period, USAID/Haiti undertook a major initiative to re-energize USG efforts in the area of family planning and reproductive health. This effort was sparked by the visit of Under Secretary Timothy Wirth who challenged USAID/Haiti and its partners to develop a "Call to Action" to donors and Haitians to address underlying causes of Haiti's high and destabilizing population growth rate. This effort became the platform on which USAID/Haiti developed its new six year (FY 1999-2004) health and population strategy. It is based on a comprehensive, multisectoral approach, supporting achievement of the desired family size of three

children. This broad-based "Cairo" approach will expand access to child survival and reproductive health services, particularly family planning; support civil society and GOH efforts to create a policy environment for reproductive health programs; address women's empowerment issues, including women's rights, girls' education and economic access; and target the special needs of adolescents and males.

A customer satisfaction survey identified a need to address issues of physical access to health services and to expand the availability of pre-natal care. The first concern will be addressed by strengthening community health workers' skills and outreach. Training of birth attendants and other prenatal care service providers is an important component of the new USAID Strategic Plan for Haiti FY 1999-2004.

Looking forward, it is reasonable to expect USAID's new efforts in family planning to show a significant increase in coverage as new services come on line. The challenge will be to maintain the gains seen in other indicators where programs have been in place for some time.

USAID/Haiti proposes to increase the targets for measles immunization coverage to reflect excellent performance to date. Similarly, condom sales targets have been revised upwards.

One disappointment has been the failure to meet the target for vitamin A distributions. Only 33.9 percent of children under 5 received the prescribed 2 capsules during the year, and only 53.7 percent received one or more doses. USAID staff will be working with implementing partners to identify the causes for this failure and will take appropriate steps to address them. USAID/Haiti's Title II partners have expressed a willingness to address any the transport constraints by using their transport assets to deliver vitamin A and other basic inputs. USAID/Haiti proposes new FY 1998-2000 targets for Vitamin A distributions.

### **Intermediate Result 3.3: Improved Nutritional Status of Vulnerable Households**

Malnutrition levels in program areas continue to improve ahead of targets, despite the fact that not all health partners have begun implementing planned nutrition programs, and despite a drought which affected most areas of the country early in the reporting period. The three PL-480 Title II partners made major strides in expanding coverage and increasing the integration of their MCH program with health programs in their zones of operation. CRS, whose program serves as a model for integration, added 10 new centers. By the end of the reporting period, ADRA, whose MCH program had operated in parallel to existing health programs, had drafted the design of a new MCH model which integrates food resources into the community health program in Pignon, one of USAID/Haiti's most successful health partners. Implementation is now underway. ADRA is also working with four other Mission-funded health partners to launch nutrition components in their programs in FY 1998. CARE, whose program area lies outside of the zones covered by USAID/Haiti's health project, has completed the start-up of a new Title II-supported MCH program in the Northwest Department, and will also be working through local public and NGO health providers. All three partners will integrate Title II commodities into a program of nutrition education, growth monitoring, immunization, and highly targeted nutritional supplementation when needed.

### ***A New Beginning for MCH Programming***

*CARE and ADRA, two of USAID/Haiti's Title II partners, are adopting and expanding a CRS model which integrates food aid resources with health programming. Food aid will be targeted to malnourished pregnant and nursing mothers as well as malnourished children (under three years of age) through health facilities. In established centers supported by CRS, a version of this model has succeeded in reducing malnutrition by 30%.*

Perhaps the most rewarding development has been the keen interest of health partners to join forces with the food aid agencies to address the persistently high levels of malnutrition in program areas. Such partnerships are a key priority for USAID/Haiti. CARE, which was previously criticized for being unresponsive to or unsupportive of local institutions, has benefitted greatly from its new partnerships with local NGO health care providers.

The integration of food aid into USAID/Haiti's health programs is a key initiative under the new USAID strategic plan for Haiti. USAID's partners are very eager to use food aid as a catalyst to improve health and nutritional status.

An interesting fact coming out of the population-based survey of areas served by USAID's

program is that girls are showing consistently, although only slightly, better nutritional status than boys by all measures (weight for age, height for age, weight for height, and Gomez classification).

### **Intermediate Result 3.4: Improved National Education Policy**

USAID/Haiti's performance indicator was not met for this IR, but the Ministry of Education informally submitted its National Education and Training Plan to Parliament during the reporting period. Formal submission, that is required to satisfy the target for this indicator, was not possible due to the resignation of Haiti's Prime Minister. The development of this plan was a key priority for USAID/Haiti and other donors. It came out of a broadly participatory policy dialogue involving the public and private education sectors, parents and other interested partners, and was aimed at reforming the educational system. The Ministry of Education took a leadership role in the process and was the first Haitian Ministry to develop such a National Plan. USAID/Haiti-funded Basic Education Project played a key support role in this effort.

All actors in the sector have rallied around the Plan and it is a critical blueprint and policy management tool to improve the Haitian educational system. The newly drafted USAID/Haiti Strategic Plan for FY 1999-2004 directly supports the Ministry's vision as set out in the National Plan. The broad consensus underpinning the Plan gives reason to expect it will be promptly adopted once it is formally submitted to Parliament.

### **Intermediate Result 3.5: Improved Quality of Primary Education**

USAID-supported training programs in FY 1997 exceeded planned targets and directly increased the number of qualified teachers and school directors in the private sector by 10 percent. The Private Education Foundation (FONHEP) finalized a tailored training model aimed at upgrading



the low academic and professional qualifications of teachers. Despite a decline nationally last year in the percentage of school children passing the CEP examination, the rate among FONHEP member schools continues to improve.

USAID/Haiti's assistance for teacher training contributes to on-going efforts to systematize the training process and lead, ultimately, to an intermediate level certification program for all teachers. This will continue to be a priority under the USAID's new strategic Plan for Haiti.

Much of the teacher and school director training occurred in connection with the USAID's Distance Education pilot program. The program also developed and distributed 2,800 textbooks and workbooks in the 40 participating schools last year, exceeding the target. The impact of the program has been encouraging: more than 2,000 school children have shown improved reading and math scores.

The collaboration between FONHEP and the Ministry of Education in the Distance Education program and related activities was an excellent collaborative effort.

Feedback from focus groups showed high satisfaction with the pilot Distance Education program from teachers, students and parents. USAID is building on the successes of the Distance Education Program by replicating it in the quality network schools to be supported under the new USAID Strategic Plan for Haiti FY 1999-2004.

Initial efforts to launch quality school networks under Education-2004 are already showing positive results. Each of the first three "clusters" being organized are composed of public, Catholic, Protestant and independent schools. In each case, the affiliations of the different schools has not been seen by the participants as relevant to the task of organizing their quality networks. Given the competition which has often characterized the relationships among these groups in Port-au-Prince, the ability of schools outside of the metropole to work together is encouraging.

FONHEP continues to be a key USAID partner in improving the quality of private sector education providers while supporting the normative role of the Ministry of Education. The success of USAID/Haiti's efforts to make FONHEP a self-sustaining enterprise is evidenced by the declining share of total financing coming from USAID.

USAID also funded a survey of FONHEP's three sector members to determine how each sees the coalition's role and how they could best serve their network schools. The results show a strong consensus that, in terms of institutional capacity, management ability, intersectoral relations, FONHEP is developing into a strong, competent player in the education sector. USAID shares this perspective and plans to continue its support to FONHEP under the new Strategic Plan for Haiti

Customer and partner feedback and input were critical during this reporting period because it supported the transition from the old IIBE project to the new Education 2004 Project. They also directly contributed to the development of USAID's new strategy for the Education sector. USAID/Haiti's partners have emphasized the importance of community-based efforts to support

schools, the need to build on community energy, and the importance of food aid and the positive inducements it provides. USAID's new education strategy focuses on keeping girls in school longer, while also moving away from a strict focus on primary education as well as adding elements supporting technical training and access to communications technologies.

Under the new education strategy, USAID/Haiti will begin tracking indicators that more reflect the quality and efficiency of the education services being provided within the sector. Among these are: CEP pass rates, attendance rates (especially of girls), and student performance in math and reading. If funding levels allow the activities to go forward, USAID/Haiti will also track the effectiveness of technical training programs and efforts to expand access to information technologies.

For the final reporting period under the current strategy, USAID/Haiti proposes dropping the textbook indicator, as no textbooks are planned to be purchased in FY 1998.

## **B. Linkage to the Strategy**

USAID/Haiti's new strategy builds directly on the successes and capabilities built over the past several years in the health, population and education sectors. At the same time, the "Call to Action" described above sets out a broader vision of applying a "Cairo" model to address the underlying causes of Haiti's stubbornly high population growth rate. Under the new strategy, the Mission will integrate activities in civil society, legal assistance, education and microcredit, and manage them through intermediate result teams which reach across the Mission's technical offices to enhance the status of Haitian women and thereby support the strategic objective of achieving the family size desired by Haitians. In addition, in response to the priorities of our Haitian partners, elements of the new strategy focus on the special concerns and issues involving men and youth in family life and sexuality.

One major change under the new strategy is that the Mission's efforts in the education sector are being broken out in a new strategic objective addressing increased human capacity development. This new SO will apply lessons learned and pedagogical tools developed under the current education project to an expanded number of schools, while also addressing issues touching on support to orphans and other at-risk children, broadened access to information technology such as the INTERNET, and workforce development.

## **C. Expected Progress Through FY 2000 and Management Actions**

Despite the on-going political impasse, USAID/Haiti is very confident that the foundation is in place for continued strong performance by SO3 partners -- GOH counterparts, contractors, grantees and subgrantees. The participatory process used to develop USAID's Strategic Plan for Haiti FY 1999-2004 greatly enhanced the sense of team work among all partners. The process enabled USAID/Haiti and its partners to narrow and clearly define priorities and objectives for the current fiscal year. We believe the Ministry of Health's recent progress developing norms and standards may be an indication that the decision-making deadlock within that Ministry has been

broken. While larger issues such as decentralization require action by higher level policy makers, progress at the sector level is possible.

Under USAID's Strategic Plan for Haiti FY 1999-2004, illustrative activities in the education sector are being bundled under a new strategic objective. At the same time, USAID/Haiti's Education-2004 project is coming on-line in FY 1998, and energies are being devoted to putting the structures in place to move into full implementation in FY 1999. Part of the effort has focused on negotiating a better, more collaborative relationship with the Ministry of Education. USAID/Haiti is also working with the Ministry to develop a policy activity which would directly support the Ministry of Education's efforts to clarify the role of the private sector in education and the norms and standards setting roles which is to be played by the state for the sector overall.

The inability of health partner institutions to meet targets for vitamin A distributions will be given priority attention during the current fiscal year. USAID/Haiti will be working with its partners to identify what causes us to fall short in this area and creative ways to overcome them.

#### **D. Environmental Compliance**

This SO includes three programs: Education 2004, HS2004, and the EFS II. The Education 2004 and many of the components of the other two programs received a categorical exclusion. An amended IEE recently approved by the BEO for the disposal of medical wastes as part of the HS2004 program. The requirements of this IEE involve continued compliance for construction mitigative measures and the development and implementation, underway, of best management practices by the HS2004 contractor for the disposal of medical waste from child survival and population programs.

As per the IEE, the EFSII cooperating sponsors and contractor have prepared and have begun implementing site specific BMPs (for USAID/Haiti funded programs) for warehouse operations, vehicle maintenance facilities, and productive infrastructure activities in Gonaives. Currently, one cooperator is required to make significant structural improvements to the vehicle maintenance facility to prevent environmental impact. Latrines have now been approved for one cooperator; however, the BEO requires a compliance checklist to be approved before program implementation begins and a review of this cooperator's program before other cooperators can construct latrines. An amended IEE is needed for any new activities such as solid waste collection and/or canal cleaning.

**PERFORMANCE BY INDICATORS FOR  
"SMALLER, BETTER NOURISHED AND BETTER EDUCATED FAMILIES (SO3)**

Indicators	Fell Short	Met	Exceeded	Changes in FY98
SO: Infant mortality rate		N/A		
SO: Total fertility rate		N/A		
SO: Percent of children under 3 years old with acute and chronic malnutrition in program areas			X	
SO: Completion rate of primary schools students			X	
IR1: Implementation of new Norms and Policies	X		X	
IR1: Number of UCSs launched with USAID support				
IR2: Measles immunization rate among children of 12-23 months			X	
IR2: Women using ORT			X	
IR2: Vitamin A distribution rate	X			Targets revised downwards
IR2: Rate of contraceptive prevalence in program areas			X	
IR2: Number of condoms sold in millions			X	Targets revised upwards
IR3: Norms and policies developed	X			
IR4: Number of teachers trained			X	
IR4: Number of school directors trained			X	
IR4: Number of textbooks in private and public primary schools			X	
IR4: Educational institutions, systems and procedures in place		X		

Summary for SO3	Fell Short= 3	Met= 1	Exceeded= 10	N/A= 2
-----------------	---------------	--------	--------------	--------

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> Same as Objective			
<b>INDICATOR:</b> Infant mortality rate			
<b>UNIT OF MEASURE:</b> Number of deaths in infants 0-12 months per 1,000 live births. <b>SOURCE:</b> DHS <b>INDICATOR DESCRIPTION:</b> Number of deaths in children < 1 per 1,000 population <b>COMMENTS:</b> The new FY 1999-2004 Strategy will also track under five mortality. (1) Status of program impact to be assessed with the planned 1999 demographic health survey (DHS)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995 (B)	73.9	73.9
	1996	70	N.A.
	1997	67	N.A. (1)
	1998	65	
	1999	TBD	
	2000 (T)	TDB	

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> Same as Objective			
<b>INDICATOR:</b> Total fertility rate			
<b>UNIT OF MEASURE:</b> Mean number of children per woman	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> DHS	1995 (B)	4.8	4.8
<b>INDICATOR DESCRIPTION:</b> Mean number of live births per woman at the end of her reproductive years	1996	4.5	N.A.
	1997	4	N.A. (1)
	1998	3.8	
	1999	TBD	
	2000 (T)	TBD	
<b>COMMENTS:</b>			
(1) Status of program impact to be assessed with the planned 1999 demographic health survey (DHS)			

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> Same as Objective			
<b>INDICATOR:</b> Percent of children under 5 years old with acute and chronic malnutrition in program areas			
<b>UNIT OF MEASURE:</b> Weight for age < - 2SD  <b>SOURCE:</b> a) Based on Gomez Classifications in PL-480 Title II partner areas, CARE (<3 yrs), CRS (<4 yrs), and ADRA (<5 yrs) respectively (corrected) b) MSH Survey of grantee-served populations (rural), June & Nov. 1997 c) UNICEF Nutrition survey in CARE-served areas, not covered by MSH grantees d) National percentage estimated by DHS (corrected) e) USAID/Haiti projections in percentage (corrected) (Expressed as weight for age < - 2SD)  <b>INDICATOR DESCRIPTION:</b> This R4 submission corrects the baseline and target figures provided in the "planned" column. Previous R4 submissions had erroneously cited DHS height-for-age data, rather than the weight-for-age data now given.  <b>COMMENTS:</b> The IR indicator has been corrected to read children under 5 years of age, not 3. Data collected by sources is for children under 5.  FY 1996 figures reflected malnutrition (measured on the Gomez scale) in areas benefitting from PL-480 Title II food aid programs. FY 1997 figures more accurately reflect the nutritional status of all populations served by SO3 health and nutrition programs, many of which had not yet added a food aid component.  Note: the MSH survey of grantee-served populations showed that girls had consistently, if modestly better nutritional status than boys by all measures (w/a, h/a, w/h, gomez). For example, 26.2% of girls were more than 1SD below standard weight for age, while 28.1% of boys below were more than 1SD below.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995 (B)	27.5 (d)	21.7 (a) 19.4 (a) 34.6 (a)
	1996	26.5(e)	19.5 (a) 23.0 (a) 26.6 (a)
	1997	25.5 (e)	22.6 (b) 22.3 (c)
	1998	24.5 (e)	
	1999	23.5 (e)	
	2000 (T)	22.0 (e)	

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> Same as Objective			
<b>INDICATOR:</b> Completion rate of primary schools students			
<b>UNIT OF MEASURE:</b> Percent	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) This is a corrected figure based on data available from the Ministry of Education (b) Ministry of Education (c) Ministry of Education, data is lacking for the Grande-Anse Department, accounting for about 3% of students.	1995 (B)	47 (a)	
	1996	50.5	54.6 (b)
	1997	54	53 (c)
	1998	57.5	
	1999	60.5	
	2000 (T)	65	
<b>INDICATOR DESCRIPTION:</b> National average pass rate of sixth grade students on the standardized <i>Certificat d'Etudes Primaires</i>			
<b>COMMENTS:</b>			



<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 3.1: Strengthened National Framework for Decentralized Health Services Delivery			
<b>INDICATOR:</b> Implementation of new Norms and Policies			
<b>UNIT OF MEASURE:</b> Number of new norms and policies issued and actions taken toward implementation  <b>SOURCE:</b> HS 2004 Quarterly reports  <b>INDICATOR DESCRIPTION</b> - 1996: In the benchmark was to have the organic law governing decentralized operations of UCS approved. - 1997: The benchmarks are an approved population policy and a GOH coverage plan for family planning services. - 1998: The targets are: 1) the issue of new norms for IEC, 2) issuance of new norms for AIDS, 3) issuance of new norms for reproductive health norms, and 4) initiation of Training-of-Trainers for dissemination of the newly issued norms and standards for reproductive health.  <b>COMMENTS:</b> The Ministry of Health issued its five year Strategic Plan for Reproductive Health in October 1996.  After the closure of the reporting period, the Ministry of Health also successfully completed the final drafts in March 1998 of norms and standards for family planning, surgical contraception and maternal care, including training of matrons.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995 (B)	N/A	N/A
	1996	1	0
	1997	2	1
	1998 (T)	4	

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR3.1: Strengthened National Framework for Decentralized Health Services Delivery			
<b>INDICATOR:</b> Number of UCSs launched with USAID support in the context of the GOH decentralization plan			
<b>UNIT OF MEASURE:</b> Number of operational UCS service sites  <b>SOURCE:</b> Rapport de Synthèse de l'Atelier de Consensus sur les UCS, Dec. 11-13, 1996, and HS-2004 contractor reports  <b>INDICATOR DESCRIPTION:</b> A UCS is defined as operational when it, 1) has defined geographical boundaries, 2) has an established coordinating body meeting regularly, 3) provides a minimum package of services, and 4) has identified a referral system.  <b>COMMENTS:</b> USAID has identified 9 UCS's which meet the four defined criteria listed above, based on visits to these sites by USAID and contractor personnel. Three of the sites are located in West Department, 2 in the Grande-Anse, 2 in the Northeast, 1 in North (Pignon), and 1 in the Centre.  (1) These are revised, higher, targets.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995 (B)	N/A	N/A
	1996	3	0
	1997	6	9
	1998	12 (1)	
	1999(T)	15 (1)	

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR3.2: Improved delivery of primary and reproductive health services to target populations			
<b>INDICATOR:</b> IR3.2.1: Measles immunization rate among children of 12-23 months			
<b>UNIT OF MEASURE:</b> Percentage of 12-23 months children immunized for measles in target area  <b>SOURCE:</b> (a) DHS (nationwide) (b) MSH contractor reports (c) USAID/Haiti projections (d) MSH survey of grantee-served populations  <b>INDICATOR DESCRIPTION:</b> Unless indicated, data will be drawn from population-based surveys.  <b>COMMENTS:</b> For FY 1997, the measles immunization rate for rural areas was 59.4%, and 79.9% in urban areas.  Recognizing that coverage rate in urban areas is considerably higher than rural areas, the FY 1999-2004 strategy will focus on maintaining urban coverage rates and improving rural rates.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994 (B)		47.9
	1995	50	48 (a)
	1996	55	59 (b)
	1997	57	65.5 (d)
	1998	67 (c)	
	1999	69 (c)	
	2000 (T)	71 (c)	

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996		<b>COUNTRY/ORGANIZATION:</b> Haiti/USAID	
<b>RESULT NAME:</b> IR3.2: Improved delivery of primary and reproductive health services to target populations			
<b>INDICATOR:</b> IR 3.2.2: Women using ORT			
<b>UNIT OF MEASURE:</b> Percentage of women in target areas using ORT to treat diarrhea in children 0-5 years old	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994 (B)		50 (b)
	1995	55 (b)	59 (a)
	1996	60 (b)	56.6 (d)
	1997	65 (b)	66.3 (e)
	1998	67 (c)	
	1999	68 (c)	
	2000 (T)	70 (c)	
<b>SOURCE:</b> (a) DHS (nationwide) (b) Action Plan 1996-1997 (c) USAID/Haiti projections (d) Weighted average of service statistics from selected USAID financed health institutions (e) MSH survey of grantee served populations			
<b>INDICATOR DESCRIPTION:</b> Mothers of 0-5 years old children who have used ORT to treat diarrheal dehydration			
<b>COMMENTS:</b> ORT use in rural areas was only 60.9%, while it was 77% in urban areas. USAID and its partners will be reviewing the factors limiting ORT use in rural areas.			

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR3.2: Improved delivery of primary and reproductive health services to target populations			
<b>INDICATOR:</b> IR3.2.3: Vitamin A distribution rate			
<b>UNIT OF MEASURE:</b> Percentage of children in target area who receive two vitamin A capsules/year  <b>SOURCE:</b> (a) DHS (nationwide) (b) Action Plan 1996-1997 (c) USAID/Haiti projections (revised) (d) Weighted average of service statistics from selected USAID financed health institutions (e) MSH survey of grantee-served populations  <b>INDICATOR DESCRIPTION:</b> Children age 1-5 years old having received at least 2 capsules of vitamin A during 12 months prior to survey.  <b>COMMENTS:</b> Vitamin A distribution in both rural areas (34.6%) and urban areas (32.4%) fell short of the target. USAID/Haiti and its partners will evaluate the factors behind this poor performance and make adjustments to program implementation.  FY 1998-2000 targets are revised downwards to reflect expected program performance.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994 (B)		40 (b)
	1995	50 (b)	42 (a)
	1996	60 (b)	37 (d)
	1997	65 (b)	33.9 (e)
	1998	38 (c)	
	1999	42 (c)	
	2000 (T)	47 (c)	

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR3.2: Improved delivery of primary and reproductive health services to target populations			
<b>INDICATOR:</b> IR3.2.4: Contraceptive prevalence rate			
<b>UNIT OF MEASURE:</b> Rate of contraceptive prevalence in program areas	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) Action Plan 1996-1997 (b) PSFP reports of project sites (c) MSH reports reflect a weighted population average based on service statistics (d) USAID/Haiti projections (e) MSH survey of grantee served populations	1994 (B)		20 (b)
	1995	25 (a)	25 (b)
	1996	30 (a)	30.7 (c)
	1997	35 (a)	36.4 (e)
	1998	37 (d)	
<b>INDICATOR DESCRIPTION:</b> Percentage of women of reproductive age in program areas using a method of contraception.	1999	39 (d)	
	2000 (T)	40 (d)	
<b>COMMENTS:</b> Contraceptive prevalence rates in USAID target areas continued to improve as the initial number population of users reached a critical threshold. 1997 levels are double the national CPR of 18% reported in the 1994/95 DHS.			
FY 1997 figures reflect a rural CPR of 37.1% and urban rate of 35.3%.			

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR3.2: Improved delivery of primary and reproductive health services to target populations			
<b>INDICATOR:</b> IR3.2.5: AIDS social marketing condoms sold			
<b>UNIT OF MEASURE:</b> Number of condoms sold in millions	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) Action Plan 1996-1997 (b) PSI sales reports (c) Upwardly revised USAID projections	1994 (B)		3.7 (a)
	1995	4.5 (a)	4.5 (b)
	1996	5.0 (a)	4.7 (b)
	1997	5.0 (a)	6.9 (b)
	1998	8.0 (d)	
	1999	8.5 (c)	
	2000 (T)	9.0 (c)	
<b>INDICATOR DESCRIPTION:</b>			
<b>COMMENTS:</b> Figures based in sales during FY 1997, sales for calendar year 1997 totaled 7.9 million.			

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR3.3: Improved nutritional status of vulnerable households			
<b>INDICATOR:</b> IR3.3.2: Percentage of low birth weight babies in program areas			
<b>UNIT OF MEASURE:</b>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b>			
<b>INDICATOR DESCRIPTION:</b>			
<b>COMMENTS:</b>			
<i>This indicator has been deleted.</i>			



<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR3.4: Improved National Education Policy			
<b>INDICATOR:</b> IR3.4.1: Norms and policies developed			
<b>UNIT OF MEASURE:</b> Development of the National Education and Training Plan <b>SOURCE:</b> Ministry of Education <b>INDICATOR DESCRIPTION:</b> 1996 -- Completion of the National Education and Training Plan 1997 -- Formal submission to Parliament of the National Education and Training Plan 1998 -- Submission to Parliament of a draft <i>Loi d'Orientation</i> to implement the National Plan <b>COMMENTS:</b> For 1997, the National Education and Training Plan was completed as planned and informally presented to the Parliament; however, the resignation of the Prime Minister prevented formal submission. The National Plan served as the basis upon which USAID/Haiti designed its new FY 1999-2004 strategic objective in education.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996	1	1
	1997	1	0
	1998	1	

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR3.5: Improved Quality of Primary Education			
<b>INDICATOR:</b> IR3.5.1: Students participating in pilot distance education project			
<b>UNIT OF MEASURE:</b> Number of student participants	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) Distance Education Pilot Design Document (b) Evaluation report of the pilot project	1996 *	1500 (a)	2218 (b)*
<b>INDICATOR DESCRIPTION:</b>			
<b>COMMENTS:</b> This one-year activity has been completed.  * This is a corrected, higher figure from what was given in last year's report. It represents participation by 1,219 boys and 999 girls in the program.			

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR3.5: Improved Quality of Primary Education			
<b>INDICATOR:</b> IR3.5.2: Number of teachers trained			
<b>UNIT OF MEASURE:</b> Number of teachers trained from the private sector  <b>SOURCE:</b> (a) FONHEP training plan (b) Action Plan 1996-1997 (c) FONHEP Progress report  <b>INDICATOR DESCRIPTION:</b>  <b>COMMENTS:</b> Of the 460 teachers trained, 267 were men and 193 were women.  Training activities under the IIBE project will be completed in FY 1998.  This process indicator will no longer be tracked under the new FY 1999-2004 strategy.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1986 (B)	1,200 (a)	1,200 (c)
	1987	1,200 (a)	1,200 (c)
	1988	1,200 (a)	1,200 (c)
	1989	1,200 (a)	1,200 (c)
	1990	1,200 (a)	1,474 (c)
	1991-1994	Project in suspension	
	1995	2,000 (b)	3,000 (c)
	1996	3,400 (b)	800 (c)
	1997	400	460
	1998	800	

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR3.5: Improved Quality of Primary Education			
<b>INDICATOR:</b> IR3.5.3: Number of school directors trained			
<b>UNIT OF MEASURE:</b> Number of school directors trained from the private sector.  <b>SOURCE:</b> (a) FONHEP training plan (b) Action Plan 1996-1997 (c) FONHEP Progress Report  <b>INDICATOR DESCRIPTION:</b>  <b>COMMENTS:</b> This indicator will not be used under the new FY 1999-2004 strategy.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1986 (B)	259 (a)	259 (c)
	1987	259 (a)	259 (c)
	1988	259 (a)	259 (c)
	1989	259 (a)	259 (c)
	1990	259 (a)	259 (c)
	1991-1994	Project in suspension	
	1995	600 (b)	600 (c)
	1996	600 (b)	200 (c)
	1997	200	228 (c)
	1998	75	

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR3.5: Improved Quality of Primary Education			
<b>INDICATOR:</b> IR3.5.4: Number of textbooks in private and public primary schools			
<b>UNIT OF MEASURE:</b> Number of textbooks distributed in private and public primary schools  <b>SOURCE:</b> (a) USAID Report (b) Action Plan 1996-1997 (c) FONHEP Progress Report  <b>INDICATOR DESCRIPTION:</b>  <b>COMMENTS:</b> In FY 1995, the USG contributed 44% to the cost of a multidonor procurement of 1.5 million textbooks for public and private schools.  FY 1996-1997 textbook distribution was in association with distance education program. With advent of Education 2004 additional textbooks will be distributed to participating schools in FY 1999. However, this will no longer be an indicator under the new FY 1999-2004 strategy.  * No textbooks will be distributed under the new Ed-2004 project during FY 1998. The project is still in the process of identifying and recruiting cluster schools and will spend the summer months training participating teachers.		<b>PLANNED</b>	<b>ACTUAL</b>
	1995	150,000 (a)	660,000 (a)
	1996	250,000 (b)	2,000 (c)
	1997	2,500	2,800 (c)
	1998	0*	
	1999	NA	
	2000	NA	
	2001 (T)	NA	

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, Better Nourished and Better Educated Families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR3.5: Improved Quality of Primary Education			
<b>INDICATOR:</b> IR3.5.5: Educational institutions, systems and procedures in place			
<b>UNIT OF MEASURE:</b> Percentage of FONHEP operational costs covered by USAID funding. <b>SOURCE:</b> (a) FONHEP (b) USAID/Haiti projections <b>INDICATOR DESCRIPTION:</b> <b>COMMENTS:</b> USAID continues to offer FONHEP technical assistance in financial and organizational development with an emphasis on sustainability. Efforts to date have placed FONHEP in a position to successfully compete for donor-funded contracts for training and curriculum development.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		100% (a)
	1995		95% (a)
	1996	90%	91% (a)
	1997	80% (b)	80% (a)
	1998	70% (b)	
	1999	60% (b)	
	2000	50 %	
	2001	40%	

### **C. PART III: STATUS OF MANAGEMENT CONTRACT**

#### **Mission Strategy: 1999-2004:**

As stipulated in the FY 1996-1999 R4 review cable, State 136058, USAID/Haiti has prepared a new six-year strategy which responds to all the guidance provided in that message. The strategy will be submitted to USAID/W and reviewed in July 1998.

The strategic goal is: Reduction of Poverty in a Democratic Society. The strategy proposes 5 strategic objectives and one special objective (SPO). This is a significant change from FY 1997's R4 which only reports on 3 strategic objectives. The current economic growth SO, SO 2, will be divided into two SOs under the new strategy: Sustainable Increased Income for the Poor; and Environmental Degradation Slowed. Similarly, the current Health, Population, Nutrition, and Education SO, SO 3, will be divided into two SOs: Increased Human Capacity; and Achieve Desired Family Size. The current democracy and justice SO, SO1, will become: More Inclusive Democratic Governance Attained. Police activities will be incorporated into this SO as an Intermediate Result (IR). The new SPO "Streamlined Government" pulls together the privatization, civil service downsizing and technical assistance to the Ministry of Finance - all activities aim to reduce the budget drain and improve fiscal stability. Many of the IRs and performance indicators have been revised under the new strategy to reflect the increased emphasis on poverty alleviation. After this year's R4 review in USAID/W, we expect the management contract to be revised to incorporate all of the new strategic objective agreements. During the coming year, USAID/Haiti will prepare a performance and monitoring plan which will encompass all Mission activities.

#### **Special Concerns and Issues:**

**Uncertain budget levels:** The level of resources available in the FY 1999 is a key variable affecting our program. At the base level of \$70 million, USAID/Haiti has budgeted \$8 million to fund activities in high potential zones. This is the minimum investment required, we believe, to put a solid HPZ framework in place. At the same time, the allocation of \$8 million to fund the HPZ program puts significant pressure on our other programs, which had to be reduced accordingly. At either the \$90 or \$140 funding level, USAID/Haiti would be able to mount a much more credible HPZ program and adequately fund its other programs.

**Political Impasse:** If the political stalemate continues, it will negatively effect private sector investment, increase the general sense of a lack of security, and our programs which require GOH participation will lag. For example, the current Minister of Justice is only acting in care taker status of the Ministry. A strong Minister, interested in judicial reform, could engender strong support from the Haitian legal community and Donors to undertake judicial reform. In spite of the stalemate, USAID/Haiti's program emphasis on grass roots community participation, public-private partnerships and intervention on the local level, will help to counteract central government inaction and continue to positively impact our areas of operations.

## **D. PART IV: RESOURCE REQUEST**

### **1. Program Funding by Strategic Objective**

USAID/Haiti FY 1998 budget decreased by 11 percent from FY 1997 levels, from \$86.6 to \$77 million. These resources are distributed among the strategic objectives to reflect program priorities, absorptive capacity concerns and past performance.

Starting FY 1999, USAID/Haiti will begin implementation of its long-term development strategy, whose goal is to reduce poverty in a democratic society. The program will continue to provide support for economic growth, environment, child survival, population, HIV/AIDS, basic education, democracy and governance. USAID/Haiti has prepared three budget scenarios for FY 1999 as requested by USAID/W. These three ESF budget scenarios are: (1) a base scenario of \$70 million with \$8 million included to fund our initial investments in high potential zones; (2) \$90 million; and (3) \$140 million. At both the \$90 million and \$140 million levels, the investment in high potential zones will be \$20 million. Under each scenario, PL-480 Titles II and III program will be \$25 million and \$10 million respectively. In FY 2000, the OYB request will be \$70 million assuming that USAID/Haiti received either the \$70 million or \$90 million budget level request in FY 1999. However, if USAID/Haiti receives its high option of \$140 million in FY 1999, it is assumed that the FY 2000 budget level will be \$100 million.

The allocation of resources reflects the new strategy's emphasis on reduction of poverty and its underlying causes - high fertility, poor education, and environmental degradation. It also reflects the considerable investment of resources in the high potential zones, outside of Port-au-Prince. During the first year of the strategy, at the \$70 million level, the economic growth portfolio (which includes two SOs, Sustainably Increased Incomes for the Poor and Environmental Degradation Slowed) and the Achieved Desired Family Size SO account for 66 percent of the budget. At the \$90 and \$140 million levels, these SOs account for 69 percent and 61 percent respectively. At the requested level of \$140 million, USAID/Haiti would shift the emphasis of the poverty reduction program from the preservation and consolidation of current benefits to customers, to the development of bases for sustainable economic growth by the end of the six year strategy.

In recent years, USAID/Haiti has operated with minimal pipelines, generally 3 to 4 months of funding. At the end of FY 1998 however, the projected pipeline for each SO will represent approximately 7 months of funding, a slight improvement over previous years. At the base level of \$70 million for FY 1999, the total pipeline will be approximately 50 percent of expenditures, the equivalent of 6 months funding. At \$90 and \$140 million levels for FY 1999, the projected pipeline will represent approximately 8 and 9 months of funding respectively.

The new strategy will be implemented through activities under five (5) strategic objectives, one (1) special objective and one (1) strategic support objective.



**SO 1: Sustainably Increased Income for the Poor (SIIP)****Option One: \$70 Million ESF**

SIIP: \$22 million. The program expands from \$8 million in FY 1998 to \$13 million in FY 1999. Besides consolidating and expanding financial services to the informal sector (\$3 million), increasing agricultural production, productivity and marketing, (\$9 million) and establishing a stronger drive for improved policies and their implementation (\$2 million), FY 1999 funds will finance concerted activities in high potential zones in at least two secondary cities and their region of clear economic influence: Cap Haitien in the North and Jacmel in the South. This will allow these regions to show a minimum Regional Domestic Product (RDP) growth rate of five percent at the end of the strategic period. At this level of funding, USAID/Haiti projects a three month pipeline at the end of FY 1999 for agriculture activities.

**Option Two: \$90 Million ESF**

SIIP: \$34 million. Additional funding of \$12 million is provided for the new high potential zones program for a FY 1999 total of \$20 million. The program will be implemented in at least three cities and their regions, and produce rapid economic growth of at least six percent. A wide range of activities will be implemented to transform these high potential zones into growth poles outside Port-au-Prince. The additional funding will allow the establishment of a Municipal Development Fund, which supports public-private partnerships and private sector solutions to public problems and provide infrastructure and services in these HPZs and stimulates a resurgence of investments.

**Option Three: \$140 Million ESF**

SIIP: \$40.5 million. Besides continuing the \$90 million level activities, the additional funding will accelerate the consolidation of the most challenging element in our strategy: a sustainable financial system providing competitive services to the informal sector. Support for this program will increase from \$3 million to \$7.5 million. The additional funds for agriculture will also accelerate the introduction and adaptation of higher yield varieties into hillside agriculture and small scale agribusiness ventures in the HPZs.

**SO 2: Environmental Degradation Slowed (EDS)****Option One: \$70 Million ESF**

EDS: \$2.2 million. This funding provides sufficient resources to preserve gains against environmental degradation which have been made to date and support establishment of the Haitian Environmental Foundation (HEF). The program will target community based activities which address fundamental environmental problems. At this funding level, it is expected that only three months of funding will be left in the pipeline at the end of FY 1999.

**Option Two: \$90 Million ESF**

EDS: \$4 million. The additional \$1.8 million will increase the capacity of the HEF to support public-private partnerships particularly the public sector's capacity to improve regulations and their enforcement.

**Option Three: \$140 Million ESF**

EDS: \$10 million. At the high budget scenario, USAID/Haiti will address an urgent and important need: the transformation of Haiti's charcoal based economy into a more fuel efficient sector. A new energy component is added at \$2.5 million and the HEF will be consolidated more rapidly with additional funding.

**SO 3: Achieve Desired Family Size (DFS)****Option One: \$70 Million ESF**

DFS: \$22.05 million. At this level, 32 percent of the total budget is allocated to the health portfolio. The focus is on increased use of quality reproductive health (\$8 million) and child survival services, including nutrition (\$9.7 million), with complementary interventions targeted to increasing youth and male participation (\$3 million). Also, \$1 million is provided for improved public policy environment for reproductive and child survival programs, and \$350,000 for women's empowerment. At this level, only three to four months pipeline will be left at the end of FY 1999 for the health program.

**Option Two: \$90 Million ESF**

DFS: \$24.5 million. In this scenario, an additional amount of \$2.15 million is provided to partially fund the "Women Empowered" intermediate result (IR). Decisions regarding funding attributed to girls' education, women's rights and advocacy, and economic opportunities for women will be made by the IR team based on anticipated impact and strong linkages to activities implemented under other USAID/Haiti SOs.

**Option Three: \$140 Million ESF**

DFS: \$35 million. At this level, all the intermediate results are funded:

- increased use of quality child survival and nutrition services (\$11 million);
- increased use of quality reproductive health services (\$10.5 million);
- improved Public Policy Environment (\$1 million);
- women empowered (\$6 million); and
- youth better prepared for and men more engaged in responsible family life (\$6.5 million)

**SO 4: Increased Human Capacity (IHC)**

**Options One and Two (\$70 and \$90 million)**

IHC: \$6.25 million. The bulk of the funding supports intermediate result 1 (IR 1) "Improved Quality in Primary Education" (\$5.5 million); \$.25 million is provided for IR 2 "Improved Health and Nutrition for School-Age and At-Risk Children", and \$.5 million for IR 4 "Improved access to Information. At these two levels, no funds are provided for IR 3 "Improved Access to Quality Market-Oriented technical training.

**Option Three: \$140 Million ESF**

IHC: \$11 million. If IHC is provided with higher option, then the workforce development activities will be prepared to give support to a wider range of training options and institutions linked to meeting market labor requirements. The links between primary school quality, work force development and the availability of information can be strengthened for greater impact on unemployment in Haiti. IR 3 will be funded at \$3 million.

**SO 5: More Genuinely Inclusive Democratic Governance**

**Option One: \$70 Million ESF**

\$16.5 million: Funding for democracy and justice activities is reduced by 35 percent from \$25.5 million in FY 1998 to \$16.5 million in FY 1999.

IR 1: Civil Society \$2 million. Civil society organizations will receive technical assistance, training, and small grants to develop the capacity and skills to peacefully engage government and to constructively influence change. No civic education activities will be initiated under the low budget option.

IR 2: Elections \$3 million. Activities will include technical assistance to the voter registration process, development of a strong cadre of civil society monitors for the registration of voters and candidates as well as the elections, provision and training of international elections monitors and observers, support to a large-scale voter education campaign and limited commodity support to political parties.

IR3: Governance \$2 million. No assistance will be provided to Parliament under the low budget option. The local government program will continue to support policy reforms, associations of local officials, and provide general training; however, intensive technical assistance and small grants now will focus only on the HPZ communes rather than a larger number of communes throughout the country.

IR4 Justice \$5 million. This option presumes a low level of commitment to reform by the GOH. Therefore, \$800,000 will be devoted to promoting human rights, \$1.3 million to supporting a continued legal assistance program in six jurisdictions, \$200,000 to address the problem of illegal

detention, and \$2.7 million for technical assistance to seven model jurisdictions, as well as to continuing the judicial training program. No judicial mentoring will be conducted, legal education and information will be terminated, and costs at the Magistrates school will have to be primarily assumed by the GOH and/or other donors.

IR5 ICITAP \$4.5 million.

**Option Two: \$90 Million ESF**

\$20.5 million: Funding for democracy and justice activities are reduced by 21 percent from \$25.5 million in FY 1998.

IR1 Civil Society \$2 million. Same as above.

IR2 Elections \$4 million. To build a solid base for a credible electoral process in the year 2000, additional funds will allow for intensive civil society education activities at the local level.

IR 3 Governance \$2 million. Same as above.

IR4 Justice \$6.5 million. This option also presumes a low level of GOH commitment to reform. As a result, the legal assistance program will be expanded to an additional four jurisdictions (totalling \$1.2 million), the mentoring program that was piloted during 1997 will be implemented (totalling \$300,000). Human rights activities will continue to receive \$1.2 million, \$500,000 will be devoted to addressing the problem of illegal detention, and \$3.3 million will be provided for technical assistance to seven model jurisdictions, as well as a judicial training program. As in Option One, legal education and information will be terminated, and costs at the Magistrates school will have to be primarily assumed by the GOH and/or other donors.

IR 5 ICITAP: \$5.75 million.

**Option Three: \$140 Million ESF**

\$36.5 million. At this level, funding for democracy and justice activities are increased by 30 percent from \$25.5 million in FY 1998.

IR1 Civil Society \$6 million. An intensive civic education program will be launched, promoting citizen involvement in practical, community action initiatives that foster democratic values, totalling \$3 million. Additionally, civil society organizations, on a nationwide scale, will receive technical assistance, training, and small grants develop the capacity and skills to peacefully engage government and to constructively influence change, totalling \$3 million.

IR2 Elections \$6 million. Under this budget option, we would provide support for a new voter registration and identity card.

IR 3 Governance \$5 million. Parliament support would be re-instituted at \$1 million, focusing on improving members of Parliament communications with their constituents. For local government, \$4 million will enable the expansion of in depth technical assistance and small grants for establishing models of public/private partnership in the delivery of public services in every department of the country, including the HPZs. Additionally, we will continue to support policy reforms, associations of local officials, and provide a comprehensive general training program to local officials throughout the country, including the members of the Territorial Assemblies.

IR4 Justice \$11 million. We assume under the high level that there will be GOH commitment to judicial reform. Activities under this scenario would include increased training for judges and prosecutors and expanded judicial mentoring activities. In addition, USAID would support the MOJ in efforts to deter unethical judicial behavior and move toward judicial independence by providing technical assistance to establish a judicial career path, increase salaries, and strengthen the *Conseil Supérieur de la Magistrature* (the entity primarily responsible for disciplining judges). In addition, USAID will fund activities designed to shorten the amount of time it takes to process cases, including case tracking and case management. Finally, assistance will be provided to set up juvenile detention facilities to protect youth from the crowded and unwholesome prison conditions to which they are now subject, and to train them in skills allowing them to enter the workforce.

IR 5 ICITAP \$8.5 million.

### **Sp. 1: Streamlined Government**

#### **Options One and Two (\$70 and \$90 million)**

At these total funding levels, no additional funds will be provided for the Policy and Administrative Reform Project. Planned pipeline of about \$8 million will be used for privatization transactions, formalization of informal sector assets, civil service downsizing and technical assistance in support of GOH's structural adjustment initiatives.

#### **Option Three: \$140 Million ESF**

\$6 million: With this funding, USAID/Haiti will:

- expand its support to the planned second phase of privatization planning and transactions;
- support the reinforcement of GOH regulatory and oversight capacities vis-à-vis privatized utilities (e.g., electricity, teleco);
- support the modernization of a reduced, yet more efficient public administration; and
- as appropriate, continue technical assistance in support of sound macroeconomic management so as to reinforce the momentum of the reforms of the previous three years.

**Strategic Support Objective****Options One, Two and Three (\$70, \$90 & \$140 Million ESF)**

Under all scenarios, a total of \$1 million is requested for Program Development & Support (\$.5 million) and the ARC Program (Appui au Renforcement des Communautés). These two sources of funding will be in support of all other strategic objectives. The ARC program will promote local community groups' self-help efforts. It will support community-level activities that address self-identified socio-economic needs and development opportunities. It will fund NGOs, PVOs, and other local groups to undertake small infrastructure, income generating, environmental, and/or civic activities.

**Field Support**

Approximately \$2.5 million annually will be allocated to field support for contraceptive products and specialized technical assistance directly linked to achieving the Achieve Desired Family Size SO and IR targets.

**Non- Emergency Title II**

Planned activities carried under the Title II feeding program essentially support the economic growth, health and education strategic objectives. The program supports maternal and child nutrition program implemented through health care providers. CRS, whose programs have been in place for three years has documented a 30 percent decline in malnutrition in the areas served by its established centers. ADRA has shown similar reductions.

Food Aid also supports food-for-work activities to improve urban water and sanitation infrastructure and rural roads and agriculture works, including irrigation. For example, CARE has recently completed an ambitious urban food-for-work project in the two largest shanty-towns of Gonaives. This project supported the construction of raised road beds and storm and waste water drainage systems and benefitted 22,000 people. CARE is also implementing a program combining health, food aid and family planning services resources into a single integrated package in the Northwest Department.

In FY 1999 and FY 2000, USAID/Haiti is requesting \$25 million worth of Title II commodities. Of this amount, USAID and its partners will monetize approximately \$5 million per year to support program implementation.

**Title III****Background**

Inspired by a Food Security Assessment in Haiti, USAID/Haiti's PL-480 Title III program supports the achievement of enhanced food security objectives. The reporting period corresponds

to Year 1 of a new 3-year, \$10 million a year, PL-480 Title III Agreement signed August 7, 1997 with the GOH.

USAID and the GOH agreed on a complementary mix of policy reforms and inter-sectoral local currency funded activities designed to produce a positive impact on poverty in the short, medium and long terms. These reforms and programs directly support the vision, goal and the 5 Strategic Objectives proposed in USAID's Strategic Plan for Haiti FY 1999-2004.

Similar to preceding Haiti Title III programs, the 1997 agreement provided wheat flour in 50 kg bags as commodity. For Year II of the current PL-480 Title III Program, USAID initiated a dialogue with "Les Moulins d'Haiti", the owners of the privatized flour mill, and the GOH under which wheat grain, instead of wheat flour, will be supplied for about two thirds of the \$10 million FY 1988 PL-480 Title III program level.

#### **A) Local Currency Generation**

About 30,000 metric tons of wheat flour were received during the period November 1997-January 1998 under the break bulk ocean shipping mode. The commodity was marketed to a diverse universe of legitimate private sector buyers by the PL-480 Title III Management Office (M.O.). USAID provided the M.O. with expert technical assistance to establish sales procedures based, for the first time in Haiti with respect to commodity trading, on the auction mechanism. Floor prices reflected both actual costs for procurement of commodity and transportation as well as prevailing local wholesale prices for wheat flour of comparable quality and origin. At current exchange rates, local currency generations are estimated to reach the local currency equivalent of \$11.5 million.

#### **B) Achievement of Policy Reforms**

Policy reforms have been constrained by a parliamentary impasse: the resignation June 9, 1997 of former Prime Minister Rosny Smarth. The impasse has impaired the capacity of the GOH to submit to and obtain the passage by Parliament of legislation required for the implementation of several policy reform measures. Nevertheless, the GOH managed to undertake a number of initiatives responding to the following Title III conditionality benchmarks that target poverty reduction including enhanced food security:

##### **a) Reduction of Customs and Port Transaction Costs:**

- Nationwide application of the SYDONIA customs tariff classification system; and
- Privatization of a port facility in the secondary city of Gonaives.

##### **b) Promotion of increased public and private sector investment in regional economies:**

- The secondary cities of Jacmel and Cap Haitien and their respective surrounding rural environment have officially been designated as "new development poles" (High Potential Zones) by the GOH, further to fora held with regional private sector associations, elected officials of

those regions that identified constraints to and opportunities for private investment; Implementation of actions plans for the resurgence of tourism in Jacmel and Cap Haitien has been initiated and the operation of a private port facility in Gonaives has been authorized;

- A "Policy Concept Document" (Livre Blanc) on each of 7 of the 9 geographical departments of Haiti has been published with technical assistance provided by UNDP by the Ministry of Planning of the GOH and distributed to private sector and civil society representatives as well as the donor community in order to facilitate a concerted public/private sector dialogue on a regional basis;
- The GOH officially adopted the USAID-developed "Haitien Bleu" model for the production, processing and export marketing of gourmet coffee for its replication in several coffee producing areas of the country. A substantial investment has been announced for a similar effort in the North-East through a GOH-IICA cooperative agreement;
- The GOH requested, and USAID concurred to, the programming of substantial Title III generated resources to a major public infrastructure rehabilitation program in the Jacmel area (road and seaport) that, in its construction phase, will create jobs and will contribute to enhanced economic growth through a revitalized tourist industry and generate sustainable employment in that HPZ;

c) Enhanced Dialogue/National Consensus on Food Security Issues:

- The documentation required to formalize the Inter-Ministerial Council for Food Security has been drafted and the professional and support staff for its Technical Secretariat recruited; and
- A pilot survey was launched in the South-East to collect and analyze agricultural production data in view to extrapolating the model at the national level.

d) The Ministry of Public Health & Population issued a statement that was delivered in the presence of representatives of the international community and publicized in the local press outlining the dangers of the current population growth rate, identifying family planning as a priority for the GOH as well as action plans aiming to curb the high fertility rate and provide reproductive health services;

e) Rationalized management of bilateral monetized food assistance programs:

- By Executive Order, the GOH has designated its PL-480 Title III Management Office as the sole entity entrusted with the monetization of other donors' bilateral food assistance programs. Relevant legislation has been drafted and shared with USAID, awaiting the end of the ongoing government crisis for presentation to and passage by Parliament.

With specific reference to the performance indicators of the FY 1997 Title III Agreement, the above initiatives provide evidence of GOH compliance with the October and December 1997 benchmarks of the 5 Actions called for in the Agreement.

### **Local Currency Uses**

The GOH commitment to the objectives of the Title III Agreement is exemplified by its request to re-orient the programming of the local currency generated by the FY 1996 Title III program for



activities which support the poverty alleviation, including food security enhancement, objectives of the FY 1997 Title III Agreement.

<u>Sector</u>	<u>\$ Millions</u>		<u>SO</u>
Rural Credit	.52		2
Health Service Delivery	.75	- Population	3
Regional Hospital Rehab.	.68	- secondary cities	2
Rural Infrastructure Rehab.	*4.00+	- rural market infras. roads, seaport	2
Decentralized Development	*2.20+	- local governance	1
Irrigation Network Rehab.	*1.80+	- ag. prod. & market.	2
Targeted Natural Res. Conserv.	1.00	- environ. protection	2

\* Include components to be provided by 1997 generations

+ These activities target economic growth opportunities and hillside protection interventions in the High Potential Zones. Their desirable continued implementation in FY 1999 and FY 2000 can predictably absorb more resources than current Title III program levels authorize.

### **Prioritization of Objectives:**

As noted elsewhere in this R4, the new strategy will contain 5 strategic objectives and one special objective. These SOs are considered critical to achieving the overall Mission goal and are closely linked through complementary activities. Fully 65 percent of the population live in rural areas and 80 percent of the rural population live below the poverty line. Consequently, all of the SOs will play a strong complementary role in the alleviation of this poverty. For example, activities to increase income for the poor, will be complemented by other USAID/Haiti's efforts to address population growth and improve services including education and health. Income generating activities, particularly in agriculture will be done in ways consistent with sound environmental practices. Increased community participation, promotion of citizen involvement and advocacy, the development of private public partnerships, and good governance are cross cutting themes which will link all pieces of the strategy together. Decentralization activities will be implemented under each SO. Key to their success are the enhanced capacities of local officials (mayors, judges, etc...) to perform their duties and responsibilities in an open and transparent fashion.

Given the high level of poverty in Haiti, the priority of our strategic objectives would be as follows: (1) Sustainably Increased Income for the Poor. (2) Achieve Desired Family Size; (3) Increased Human Capacity; (4) More Genuinely Inclusive Democratic Governance; and (5) Environmental Degradation Slowed.

Insert Tables from PCPS/BUD HERE (11 pages)

docname:

R4BASE.WK4

R4BUD1.WK4

R4BUD2.WK4

R4BUD3.WK4

R4FIELDS.WK4

R4SC2.WK4

R4SC3.WK4

## Workforce and Operating Expense

### 1. For Target Levels

FY 1998 - \$4.6 million is based upon USDH staffing of 20 and the approved funding level provided by the bureau. This budget includes \$100,000 for the partial purchase of Y2K software to implement IRM requirements for overseas missions.

FY 1999 - \$4.6 million including ICASS is also based upon 20 USDHs. This budget is obsolete as it does not provide funding for the two new USDH positions, an approved IDI to arrive this year and the corresponding additional FSN staff and other associated costs. It covers less than 50 percent of the Non Expendable Property needs. Other line items such as supplies and operational travels were also reduced to budget at the approved level.

FY 2000 - \$5.4 million including ICASS is also based upon 20 USDHs. The budget includes our full needs to support this staff.

#### Staff and Cost Comparison Between Target and Request Budgets.

Category	FY1998 TARGET	FY1998 REQUEST	FY1999 TARGET	FY1999 REQUEST	FY2000 TARGET	FY2000 REQUEST
USDH	20	21	20	22	20	22
USPSC/OE	2	3	2	3	2	3
FSN/OE	95	95	95	105	95	105
PROGRAM	47	47	47	56	47	56
OTHER	2	2	2	2	2	2
<b>TOTAL</b>	<b>166</b>	<b>168</b>	<b>166</b>	<b>188</b>	<b>166</b>	<b>188</b>
<b>OE COST</b>	<b>\$4559.9</b>	<b>\$4682.9</b>	<b>\$4552.0</b>	<b>\$5358.2</b>	<b>\$5431.0</b>	<b>\$5852.9</b>

### 2. For Request Levels

FY 1998 - \$4.7 million. We are requesting an increase to our OYB of \$123,000 to fund the assignment of one of two additional USDHs this summer as approved by LAC officials, and a new resident hire USPSC. This increase includes travel to post, housing, furniture and equipment, security guards, utilities and maintenance. We are able to fund the other USDH position with savings identified within our current approved budget.

FY 1999 - \$5.4 million. This budget covers 21 USDH positions, a new IDI and associated costs including: mandatory travel, children's education, office furniture and equipment, ADP, operational travels, houses and accompanying furniture and equipment, utilities, maintenance and security guards, additional support staff to adequately account for U.S. government properties. It also includes the additional \$89,000 to fund APD hardware and Y2K software requirements.

FY 2000 - \$5.9 million is for the same staffing as FY 1999.

For every fiscal year an inflation factor of 10 per cent was used. The exchange rate is 17 gourdes for the US dollar.

**Controller Breakout**

The Controller staff remains stable from FY 1998 to FY 2000. Two USDH and 18 FSN. When we privatize the Cashier, that position will become an accounting position to monitor the bank (30 percent of the time and as an accountant (70 percent of the time).

Insert Tables from Financial Management HERE. (17 pages)

docname:

CO-25521.WK4

FN-25521.WK4

OE-25521.WK4

WF-25521.WK4

Cost of Controller Operations

Org. Title : USAID/HAITI				Overseas Mission Budgets														
Org. No : 25521				FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Org. Title : USAID/HAITI				Overseas Mission Budgets														
Org. No : 25521				FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

## Cost of Controller Operations

Org. Title : USAID/HAITI Org. No : 25521 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	124.7		124.7	138.2		138.2	138.2		138.2	152.3		152.3	152.3		152.3
	Subtotal OC 11.1	124.7	0	124.7	138.2	0	138.2	138.2	0	138.2	152.3	0	152.3	152.3	0	152.3
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH	10.4		10.4	11.5		11.5	11.5		11.5	12.7		12.7	12.7		12.7
	Subtotal OC 11.5	10.4	0	10.4	11.5	0	11.5	11.5	0	11.5	12.7	0	12.7	12.7	0	12.7
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	68		68			0			0			0			0
11.8	FN PSC Salaries	259		259	296.1		296.1	308.5		308.5	330.3		330.3	343.9		343.9
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	327	0	327	296.1	0	296.1	308.5	0	308.5	330.3	0	330.3	343.9	0	343.9
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	0		0	0		0	0		0	5.1		5.1	5.1		5.1
12.1	Cost of Living Allowances			0			0			0			0			0
12.1	Home Service Transfer Allowances	1.4		1.4			0			0	1.4		1.4	1.4		1.4
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits	12.3		12.3	15.2		15.2	15.2		15.2	16.8		16.8	16.8		16.8
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC			0			0			0			0			0
12.1	Other FN PSC Benefits			0			0			0			0			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	13.7	0	13.7	15.2	0	15.2	15.2	0	15.2	23.3	0	23.3	23.3	0	23.3
13	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FNDH			0			0			0			0			0
13	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FN PSCs			0			0			0			0			0
13	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Cost of Controller Operations

Org. Title : USAID/HAITI				Overseas Mission Budgets														
Org. No : 25521				FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total		
21	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
21	Training Travel	2		2	5		5	5		5	7		7	7		7		
21	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
21	Post Assignment Travel - to field	1		1			0	0		0	6		6	6		6		
21	Assignment to Washington Travel	2		2			0	0		0			0			0		
21	Home Leave Travel			0			0	0		0	4		4	4		4		
21	R & R Travel	4		4	1.7		1.7	1.7		1.7			0			0		
21	Education Travel	0		0	0		0	0		0	2.5		2.5	2.5		2.5		
21	Evacuation Travel	16.8		16.8			0			0			0			0		
21	Retirement Travel			0			0			0			0			0		
21	Pre-Employment Invitational Travel			0			0			0			0			0		
21	Other Mandatory/Statutory Travel			0			0			0			0			0		
21	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
21	Site Visits - Headquarters Personnel	0		0	0		0	0		0	0		0			0		
21	Site Visits - Mission Personnel	3		3	3		3	3		3	4		4	4		4		
21	Conferences/Seminars/Meetings/Retreats	4		4	4		4	4		4	6		6	6		6		
21	Assessment Travel			0			0			0			0			0		
21	Impact Evaluation Travel			0			0			0			0			0		
21	Disaster Travel (to respond to specific disasters)			0			0			0			0			0		
21	Recruitment Travel			0			0			0			0			0		
21	Other Operational Travel			0			0			0			0			0		
	Subtotal OC 21.0	32.8	0	32.8	13.7	0	13.7	13.7	0	13.7	29.5	0	29.5	29.5	0	29.5		
22	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
22	Post assignment freight	28		28			0			0	40		40	40		40		
22	Home Leave Freight			0			0			0	10		10	10		10		
22	Retirement Freight			0			0			0			0			0		
22	Transportation/Freight for Office Furniture/Equip.	2.3		2.3	1.4		1.4			0			0			0		
22	Transportation/Freight for Res. Furniture/Equip.	1.8		1.8	0.4		0.4			0			0			0		
	Subtotal OC 22.0	32.1	0	32.1	1.8	0	1.8	0	0	0	50	0	50	50	0	50		
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
23.2	Rental Payments to Others - Office Space	1		1	1		1	0.9		0.9	1		1	0.9		0.9		
23.2	Rental Payments to Others - Warehouse Space	5.1		5.1	5.1		5.1	4.6		4.6	5.1		5.1	4.6		4.6		
23.2	Rental Payments to Others - Residences	43.2		43.2	47.6		47.6	47.6		47.6	47.6		47.6	47.6		47.6		
	Subtotal OC 23.2	49.3	0	49.3	53.7	0	53.7	53.1	0	53.1	53.7	0	53.7	53.1	0	53.1		
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
23.3	Office Utilities	5.6		5.6	6.2		6.2	5.6		5.6	6.8		6.8	6.1		6.1		
23.3	Residential Utilities	3.3		3.3	7.3		7.3	7.1		7.1	8		8	7.9		7.9		
23.3	Telephone Costs	6.8		6.8	6.8		6.8	6.2		6.2	7.4		7.4	6.2		6.2		
23.3	ADP Software Leases			0			0			0			0			0		
23.3	ADP Hardware Lease			0			0			0			0			0		
23.3	Commercial Time Sharing			0			0			0			0			0		
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0		
23.3	Other Mail Service Costs			0			0			0			0			0		
23.3	Courier Services			0			0			0			0			0		



Cost of Controller Operations

Org. Title : USAID/HAITI Org. No : 25521 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	Subtotal OC 23.3	15.7	0	15.7	20.3	0	20.3	18.9	0	18.9	22.2	0	22.2	20.2	0	20.2
24	Printing and Reproduction			0			0			0			0			0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services	4.5		4.5			0	7.7		7.7	8.5		8.5	7.7		7.7
25.1	Engineering & Technical Services			0			0			0			0			0
	Subtotal OC 25.1	4.5	0	4.5	0	0	0	7.7	0	7.7	8.5	0	8.5	7.7	0	7.7
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	24.3		24.3	26.1		26.1	23.5		23.5	28.7		28.7	25.7		25.7
25.2	Residential Security Guard Services	24		24	25.8		25.8	25.9		25.9	28.4		28.4	28.4		28.4
25.2	Official Residential Expenses			0			0			0			0			0
25.2	Representation Allowances			0			0			0			0			0
25.2	Non-Federal Audits			0			0			0			0			0
25.2	Grievances/Investigations			0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees			0			0			0			0			0
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts			0			0			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0			0			0
25.2	Recruiting activities			0			0			0			0			0
25.2	Penalty Interest Payments			0			0			0			0			0
25.2	Other Miscellaneous Services	15.9		15.9	16.2		16.2	15.4		15.4	18.8		18.8	16.9		16.9
25.2	Staff training contracts			0			0			0			0			0
25.2	ADP related contracts			0			0			0			0			0
	Subtotal OC 25.2	64.2	0	64.2	68.1	0	68.1	64.8	0	64.8	75.9	0	75.9	71	0	71
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	23.6		23.6	26		26	26		26	28.6		28.6	28.6		28.6
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
	Subtotal OC 25.3	23.6	0	23.6	26	0	26	26	0	26	28.6	0	28.6	28.6	0	28.6
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	4.3		4.3	4.3		4.3	3.8		3.8	4.8		4.8	4.3		4.3
25.4	Residential Building Maintenance	5.5		5.5	5		5	4.8		4.8	6		6	6		6
	Subtotal OC 25.4	9.8	0	9.8	9.3	0	9.3	8.6	0	8.6	10.8	0	10.8	10.3	0	10.3
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	3.6		3.6	3.4		3.4	3.4		3.4	4.1		4.1	4		4
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance	6.7		6.7	5.1		5.1	5.4		5.4	5.6		5.6	5.8		5.8
25.7	Vehicle Repair and Maintenance	0.3		0.3	0.9		0.9	0.9		0.9	1		1	1		1
25.7	Residential Furniture/Equip. Repair and Maintenance	0.7		0.7	0.5		0.5	0.5		0.5	0.6		0.6	0.6		0.6

Cost of Controller Operations

Org. Title : USAID/HAITI Org. No : 25521 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	Subtotal OC 25.7	11.3	0	11.3	9.9	0	9.9	10.2	0	10.2	11.3	0	11.3	11.4	0	11.4
25.8	Substance and support of persons (by contract or Gov't.)			0			0			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	Supplies and materials	32.8		32.8	32.9		32.9	30.8		30.8	38.2		38.2	33.8		33.8
	Subtotal OC 26.0	32.8	0	32.8	32.9	0	32.9	30.8	0	30.8	38.2	0	38.2	33.8	0	33.8
31	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31	Purchase of Residential Furniture/Equip.	7.6		7.6	3.2		3.2	12.8		12.8	27.3		27.3	25.4		25.4
31	Purchase of Office Furniture/Equip.	13.6		13.6	10.3		10.3	25.1		25.1	26.3		26.3	24.6		24.6
31	Purchase of Vehicles	10.3		10.3	11.3		11.3	14.9		14.9	18.2		18.2	16.4		16.4
31	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31	ADP Hardware purchases	36.9		36.9	1.2		1.2	29.1		29.1	9.1		9.1	9.2		9.2
	Subtotal OC 31.0	68.4	0	68.4	26	0	26	81.9	0	81.9	80.9	0	80.9	75.6	0	75.6
32	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32	Purchase of Land & Buildings (& construction of bldgs.)			0			0			0			0			0
32	Purchase of fixed equipment for buildings			0			0			0			0			0
32	Building Renovations/Alterations - Office			0			0			0			0			0
32	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		820.3	0	820.3	722.7	0	722.7	789.1	0	789.1	928.2	0	928.2	923.4	0	923.4
Dollars Used for Local Currency Purchases		506.8			566.3			578.6			633.9			639.4		
Exchange Rate Used in Computations		17			17			17			17			17		

# TRUST FUNDS & FSN SEPARATION FUND

Orgno: USAID/HAITI

Org. Title: 25521

**not applicable to USAID/HAITI**

## Foreign National Voluntary Separation Account

Action	FY 98			FY 99			FY 00		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits			0.0			0.0			0.0
Withdrawals			0.0			0.0			0.0

Unfunded Liability (if any)  
at the end of each FY.

## Local Currency Trust Funds - Regular (\$000s)

	FY 98	FY 99	FY 00
Balance Start of Year		0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate(s) Used

## Trust Funds in Dollar Equivalents, not in Local Country Equivalents

## Local Currency Trust Funds - Real Property (\$000s)

	FY 98	FY 99	FY 00
Balance Start of Year		0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

## Trust Funds in Dollar Equivalents, not in Local Country Equivalents

Operating Expenses

Org. Title: <u>USAID/HAITI</u>			Overseas Mission Budgets														
Org. No: <u>25521</u>			FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Org. Title: <u>USAID/HAITI</u>			Overseas Mission Budgets														
Org. No: <u>25521</u>			FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

## Operating Expenses

Org. Title: <b>USAID/HAITI</b> Org. No: <b>25521</b> OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	356.4		356.4	397.2		397.2	397.2		397.2	438.5		438.5	438.5		438.5
	Subtotal OC 11.1	356.4	0	356.4	397.2	0	397.2	397.2	0	397.2	438.5	0	438.5	438.5	0	438.5
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH	29.5		29.5	32.9		32.9	32.9		32.9	36.4		36.4	36.4		36.4
	Subtotal OC 11.5	29.5	0	29.5	32.9	0	32.9	32.9	0	32.9	36.4	0	36.4	36.4	0	36.4
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	145		145	80.9		80.9	80.9		80.9	85		85	85		85
11.8	FN PSC Salaries	1321.3		1321.3	1510.9		1510.9	1649.6		1649.6	1661.6		1661.6	1815.2		1815.2
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	1466.3	0	1466.3	1591.8	0	1591.8	1730.5	0	1730.5	1746.6	0	1746.6	1900.2	0	1900.2
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	146.4		146.4	144.6		144.6	174.4		174.4	123		123	154		154
12.1	Cost of Living Allowances			0			0			0			0			0
12.1	Home Service Transfer Allowances	15.8		15.8	6.3		6.3	6.3		6.3	7		7	9.1		9.1
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits	35		35	38.8		38.8	38.8		38.8	42.3		42.3	42.3		42.3
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC			0			0			0			0			0
12.1	Other FN PSC Benefits			0			0			0			0			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	197.2	0	197.2	189.7	0	189.7	219.5	0	219.5	172.3	0	172.3	205.4	0	205.4
13	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FNDH			0			0			0			0			0
13	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FN PSCs			0			0			0			0			0
13	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Operating Expenses

Org. Title: <b>USAID/HAITI</b> Org. No: <b>25521</b> OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Training Travel	20		20	15		15	30		30	35		35	35		35
21	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Post Assignment Travel - to field	28.2		28.2	29		29	29		29	30		30	39		39
21	Assignment to Washington Travel	8.5		8.5			0			0			0			0
21	Home Leave Travel	9		9	23		23	23		23	20		20	28		28
21	R & R Travel	11.4		11.4	10.9		10.9	12.6		12.6	15		15	18		18
21	Education Travel	8.1		8.1	8.1		8.1	8.1		8.1	10.4		10.4	10.4		10.4
21	Evacuation Travel	15		15	10		10	12		12	15		15	15		15
21	Retirement Travel			0			0			0			0			0
21	Pre-Employment Invitational Travel			0			0			0			0			0
21	Other Mandatory/Statutory Travel			0			0			0			0			0
21	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Site Visits - Headquarters Personnel	40		40	20		20	35		35	37		37	37		37
21	Site Visits - Mission Personnel	50		50	39.1		39.1	42.5		42.5	45		45	45		45
21	Conferences/Seminars/Meetings/Retreats	50		50	20		20	35		35	40		40	40		40
21	Assessment Travel			0			0			0			0			0
21	Impact Evaluation Travel			0			0			0			0			0
21	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21	Recruitment Travel			0			0			0			0			0
21	Other Operational Travel			0			0			0			0			0
	Subtotal OC 21.0	240.2	0	240.2	175.1	0	175.1	227.2	0	227.2	247.4	0	247.4	267.4	0	267.4
22	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22	Post assignment freight	168.3		168.3	192		192	192		192	200		200	258		258
22	Home Leave Freight	31		31	48		48	48		48	50		50	58		58
22	Retirement Freight			0			0			0			0			0
22	Transportation/Freight for Office Furniture/Equip.	13.3		13.3	8		8	37.3		37.3	38.9		38.9	40		40
22	Transportation/Freight for Res. Furniture/Equip.	18		18	3.9		3.9	20.1		20.1	40.8		40.8	42		42
	Subtotal OC 22.0	230.6	0	230.6	251.9	0	251.9	297.4	0	297.4	329.7	0	329.7	398	0	398
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	6		6	6		6	6		6	6		6	6		6
23.2	Rental Payments to Others - Warehouse Space	30		30	30		30	30		30	30		30	30		30
23.2	Rental Payments to Others - Residences	446.2		446.2	510.6		510.6	570.6		570.6	523.2		523.2	583.2		583.2
	Subtotal OC 23.2	482.2	0	482.2	546.6	0	546.6	606.6	0	606.6	559.2	0	559.2	619.2	0	619.2
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	33		33	36.3		36.3	36.3		36.3	39.9		39.9	39.9		39.9
23.3	Residential Utilities	66		66	72.6		72.6	78.4		78.4	80		80	87		87
23.3	Telephone Costs	40		40	40		40	40		40	43		43	43		43
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0

Operating Expenses

Org. Title: <b>USAID/HAITI</b> Org. No: <b>25521</b> OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.3	Other Mail Service Costs			0			0			0			0			0
23.3	Courier Services			0			0			0			0			0
	Subtotal OC 23.3	139	0	139	148.9	0	148.9	154.7	0	154.7	162.9	0	162.9	169.9	0	169.9
24	Printing and Reproduction			0			0			0			0			0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services	26.4		26.4	0		0	50		50	50		50	50		50
25.1	Engineering & Technical Services			0			0			0			0			0
	Subtotal OC 25.1	26.4	0	26.4	0	0	0	50	0	50	50	0	50	50	0	50
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	142		142	152.6		152.6	152.6		152.6	167.7		167.7	167.7		167.7
25.2	Residential Security Guard Services	240		240	258		258	285		285	283.8		283.8	312.5		312.5
25.2	Official Residential Expenses	3		3	3		3	3		3	3		3	3		3
25.2	Representation Allowances	2.1		2.1	2.1		2.1	2.1		2.1	2.1		2.1	2.1		2.1
25.2	Non-Federal Audits			0			0			0			0			0
25.2	Grievances/Investigations			0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees	1		1	1		1	1		1	1.2		1.2	1.2		1.2
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts			0			0			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0			0			0
25.2	Recruiting activities			0			0			0			0			0
25.2	Penalty Interest Payments			0			0			0			0			0
25.2	Other Miscellaneous Services	93		93	95		95	100		100	110		110	110		110
25.2	Staff training contracts			0			0			0			0			0
25.2	ADP related contracts			0			0			0			0			0
	Subtotal OC 25.2	481.1	0	481.1	511.7	0	511.7	543.7	0	543.7	567.8	0	567.8	596.5	0	596.5
25.3	Purchase of goods and services from Government account	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	137.9		137.9	152		152	160		160	167.2		167.2	176		176
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
	Subtotal OC 25.3	137.9	0	137.9	152	0	152	160	0	160	167.2	0	167.2	176	0	176
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	25		25	25		25	25		25	28		28	28		28
25.4	Residential Building Maintenance	55		55	50		50	55		55	60		60	65		65
	Subtotal OC 25.4	80	0	80	75	0	75	80	0	80	88	0	88	93	0	93
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	21		21	20		20	22		22	24		24	26		26
25.7	Storage Services			0			0			0			0			0

Operating Expenses

Org. Title: <b>USAID/HAITI</b>		Overseas Mission Budgets														
Org. No: <b>25521</b>		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.7	Office Furniture/Equip. Repair and Maintenance	39		39	30		30	35		35	33		33	38		38
25.7	Vehicle Repair and Maintenance	2		2	5		5	6		6	6		6	6		6
25.7	Residential Furniture/Equip. Repair and Maintenance	7		7	5		5	6		6	6		6	6		6
	Subtotal OC 25.7	69	0	69	60	0	60	69	0	69	69	0	69	76	0	76
25.8	Subsistence and support of persons (by contract or Gov't.)			0			0			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	Supplies and materials	192		192	192		192	200		200	210		210	220		220
	Subtotal OC 26.0	192	0	192	192	0	192	200	0	200	210	0	210	220	0	220
31	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31	Purchase of Residential Furniture/Equip.	76.4		76.4	32.2		32.2	140.3		140.3	272.6		272.6	280		280
31	Purchase of Office Furniture/Equip.	79.7		79.7	60		60	163.4		163.4	154		154	160		160
31	Purchase of Vehicles	60		60	66		66	96.8		96.8	106.4		106.4	106.4		106.4
31	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31	ADP Hardware purchases	216		216	69		69	189		189	53		53	60		60
	Subtotal OC 31.0	432.1	0	432.1	227.2	0	227.2	589.5	0	589.5	586	0	586	606.4	0	606.4
32	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32	Purchase of Land & Buildings (& construction of bldgs.)			0			0			0			0			0
32	Purchase of fixed equipment for buildings			0			0			0			0			0
32	Building Renovations/Alterations - Office			0			0			0			0			0
32	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		4559.9	0	4559.9	4552	0	4552	5358.2	0	5358.2	5431	0	5431	5852.9	0	5852.9
Dollars Used for Local Currency Purchases		2484			2725			2957			3003			3200		
Exchange Rate Used in Computations		17			17			17			17			17		



Workforce

Org.USAID/HAITI FY 1998 On-Board Estimate	SO/SpO Staff								Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2	Sso		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	2.5	4	3						9.5	2	2	1	2	1	2.5	10.5	20
Other U.S. Citizens: 1/ OE Internationally Recruited									0							0	0
OE Locally Recruited Program	3	1	2						6	1		1			1	2	2
FSN/TCN Direct Hire: OE Internationally Recruited									0							0	0
OE Locally Recruited		0.5	3						3.5	1	4	3			2.5	10.5	14
FSN/TCN Non-Direct Hire: OE Internationally Recruited									0							0	0
OE Locally Recruited Program	1.5 9	3.5 7	1.5 18						6.5 34		12	53	4		5.5 6	74.5 6	81 40
Total Staff Levels	16	16	27.5	0	0	0	0	0	59.5	4	18	58	6	1	17.5	104.5	164
TAACS			1						1							0	1
Fellows			1						1							0	1

1/ Excluding TAACS and Fellows

Workforce

Org.USAID/HAITI FY 1999 Target On-Board Estimate	SO/SpO Staff								Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
										Org.	Con-	AMS/	Con-	All			
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2	Sso		Mgmt.	troller	EXO	tract	Legal	Other		
U.S. Direct Hire	1.5	2.5	1.5	1.5	2	0.5		0.5	10	2	2	1	2	1	2	10	20
Other U.S. Citizens: 1/ OE Internationally Recruited									0							0	0
OE Locally Recruited Program	1			1	1	3	1		0	1		1				2	2
									7							0	7
FSN/TCN Direct Hire: OE Internationally Recruited									0							0	0
OE Locally Recruited	0.5			2	1.5				4	1	4	3			2	10	14
FSN/TCN Non-Direct Hire: OE Internationally Recruited									0							0	0
OE Locally Recruited Program	1.5	2.5		1	0.5	2		0.5	8		11.5	53	4		4.5	73	81
	4	4	14.5	3	7	0.5			33						7	7	40
Total Staff Levels	8.5	9	20	7.5	14	2	0	1	62	4	17.5	58	6	1	15.5	102	164
TAACS				1					1							0	1
Fellows				1					1							0	1

1/ Excluding TAACS and Fellows

Org.USAID/HAITI FY 1999 Request On-Board Estimate	SO/SpO Staff								Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
										Org.	Con-	AMS/	Con-	All			
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2	Sso		Mgmt.	troller	EXO	tract	Legal	Other		
U.S. Direct Hire	1.5	2.5	2.5	1.5	2	0.5		0.5	11	2	2	1	2	1	3	11	22
Other U.S. Citizens: 1/ OE Internationally Recruited									0							0	0
OE Locally Recruited Program	3			1	1	3	1		9	1		2				3	3
																0	9
FSN/TCN Direct Hire: OE Internationally Recruited									0							0	0
OE Locally Recruited	0.5			2	1.5				4	1	4	3			2	10	14
FSN/TCN Non-Direct Hire: OE Internationally Recruited									0							0	0
OE Locally Recruited	1.5	2.5		1	0.5	2	1		9		11.5	61	4		5.5	82	91
Program	5.5	4.5	14.5		5	8	2		39.5						7.5	7.5	47
Total Staff Levels	12	9.5	21	9.5	15	4.5	0	1	72.5	4	17.5	67	6	1	18	113.5	186
TAACS				1					1							0	1
Fellows				1					1							0	

1/ Excluding TAACS and Fellows

Workforce

Org.USAID/HAITI FY 2000 Target On-Board Estimate	SO/SpO Staff								Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
										Org.	Con-	AMS/	Con-	All			
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2	Sso		Mgmt.	troller	EXO	tract	Legal	Other		
U.S. Direct Hire	1.5	2.5	1.5	1.5	2	0.5		0.5	10	2	2	1	2	1	2	10	20
Other U.S. Citizens: 1/ OE Internationally Recruited									0							0	0
OE Locally Recruited Program	1		1	1	3	1			7	1		1				2	2
																0	7
FSN/TCN Direct Hire: OE Internationally Recruited									0							0	0
OE Locally Recruited	0.5		2	1.5					4	1	4	3			2	10	14
FSN/TCN Non-Direct Hire: OE Internationally Recruited									0							0	0
OE Locally Recruited	1.5	2.5	1	0.5	2			0.5	8		11.5	53	4		4.5	73	81
Program	4	4	14.5	3	7	0.5			33						7	7	40
Total Staff Levels	8.5	9	20	7.5	14	2	0	1	62	4	17.5	58	6	1	15.5	102	164
TAACS			1						1							0	1
Fellows			1						1							0	1

1/ Excluding TAACS and Fellows

Org.USAID/HAITI FY 2000 Request On-Board Estimate	SO/SpO Staff								Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
										Org.	Con-	AMS/	Con-	All			
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2	Sso		Mgmt.	troller	EXO	tract	Legal	Other		
U.S. Direct Hire	1.5	2.5	2.5	1.5	2	0.5		0.5	11	2	2	1	2	1	3	11	22
Other U.S. Citizens: 1/ OE Internationally Recruited									0							0	0
OE Locally Recruited Program	3		1	1	3	1			9	1		2				3	3
																0	9
FSN/TCN Direct Hire: OE Internationally Recruited									0							0	0
OE Locally Recruited	0.5		2	1.5					4	1	4	3			2	10	14
FSN/TCN Non-Direct Hire: OE Internationally Recruited									0							0	0
OE Locally Recruited	1.5	2.5	1	0.5	2	1		0.5	9		11.5	61	4		5.5	82	91
Program	5.5	4.5	14.5	5	8	2			39.5						7.5	7.5	47
Total Staff Levels	12	9.5	21	9.5	15	4.5	0	1	72.5	4	17.5	67	6	1	18	113.5	186
TAACS			1						1							0	1
Fellows			1						1							0	

1/ Excluding TAACS and Fellows

Workforce

Org.USAID/HAITI FY 2001 On-Board Estimate	SO/SpO Staff								Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
										Org.	Con-	AMS/	Con-	All			
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2	Sso		Mgmt.	troller	EXO	tract	Legal	Other		
U.S. Direct Hire	1.5	2.5	1.5	1.5	2	0.5		0.5	10	2	2	1	2	1	2	10	20
Other U.S. Citizens: 1/ OE Internationally Recruited									0							0	0
OE Locally Recruited Program	1		1	1	3	1			0	1		1				2	2
									7							0	7
FSN/TCN Direct Hire: OE Internationally Recruited									0							0	0
OE Locally Recruited	0.5		2	1.5					4	1	4	3			2	10	14
FSN/TCN Non-Direct Hire: OE Internationally Recruited									0							0	0
OE Locally Recruited	1.5	2.5	1	0.5	2			0.5	8		11.5	53	4		4.5	73	81
Program	4	4	14.5	3	7	0.5			33						7	7	40
Total Staff Levels	8.5	9	20	7.5	14	2	0	1	62	4	17.5	58	6	1	15.5	102	164
TAACS			1						1							0	1
Fellows			1						1							0	1

1/ Excluding TAACS and Fellows

Workforce

Org.USAID/HAITI Summary On-Board Estimate	SO/SpO Staff								Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2	Sso		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
FY 1998:																	
U.S. Direct Hire	2.5	4	3	0	0	0	0	0	9.5	2	2	1	2	1	2.5	10.5	20
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1.5	4	4.5	0	0	0	0	0	10	2	16	57	4	0	8	87	97
Total OE Funded Staf	4	8	7.5	0	0	0	0	0	19.5	4	18	58	6	1	10.5	97.5	117
Program Funded	12	8	20	0	0	0	0	0	40	0	0	0	0	0	7	7	47
Total FY 1998	16	16	27.5	0	0	0	0	0	59.5	4	18	58	6	1	17.5	104.5	164

FY 1999 Target:																	
U.S. Direct Hire	1.5	2.5	1.5	1.5	2	0.5	0	0.5	10	2	2	1	2	1	2	10	20
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	2	2.5	3	2	2	0	0	0.5	12	2	15.5	57	4	0	6.5	85	97
Total OE Funded Staf	3.5	5	4.5	3.5	4	0.5	0	1	22	4	17.5	58	6	1	8.5	95	117
Program Funded	5	4	15.5	4	10	1.5	0	0	40	0	0	0	0	0	7	7	47
Total FY 1999 Target	8.5	9	20	7.5	14	2	0	1	62	4	17.5	58	6	1	15.5	102	164

FY 1999 Request:																	
U.S. Direct Hire	1.5	2.5	2.5	1.5	2	0.5	0	0.5	11	2	2	1	2	1	3	11	22
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	2	2.5	3	2	2	1	0	0.5	13	2	15.5	66	4	0	7.5	95	108
Total OE Funded Staf	3.5	5	5.5	3.5	4	1.5	0	1	24	4	17.5	67	6	1	10.5	106	130
Program Funded	8.5	4.5	15.5	6	11	3	0	0	48.5	0	0	0	0	0	7.5	7.5	56
Total FY 1999 Request	12	9.5	21	9.5	15	4.5	0	1	72.5	4	17.5	67	6	1	18	113.5	186

FY 2000 Target:																	
U.S. Direct Hire	1.5	2.5	1.5	1.5	2	0.5	0	0.5	10	2	2	1	2	1	2	10	20
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	2	2.5	3	2	2	0	0	0.5	12	2	15.5	57	4	0	6.5	85	97
Total OE Funded Staf	3.5	5	4.5	3.5	4	0.5	0	1	22	4	17.5	58	6	1	8.5	95	117
Program Funded	5	4	15.5	4	10	1.5	0	0	40	0	0	0	0	0	7	7	47
Total FY 2000 Target	8.5	9	20	7.5	14	2	0	1	62	4	17.5	58	6	1	15.5	102	164

FY 2000 Request:																	
U.S. Direct Hire	1.5	2.5	2.5	1.5	2	0.5	0	0.5	11	2	2	1	2	1	3	11	22
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	2	2.5	3	2	2	1	0	0.5	13	2	15.5	66	4	0	7.5	95	108
Total OE Funded Staf	3.5	5	5.5	3.5	4	1.5	0	1	24	4	17.5	67	6	1	10.5	106	130
Program Funded	8.5	4.5	15.5	6	11	3	0	0	48.5	0	0	0	0	0	7.5	7.5	56
Total FY 2000 Request	12	9.5	21	9.5	15	4.5	0	1	72.5	4	17.5	67	6	1	18	113.5	186

FY 2001 Estimate:																	
U.S. Direct Hire	1.5	2.5	1.5	1.5	2	0.5	0	0.5	10	2	2	1	2	1	2	10	20
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	2	2.5	3	2	2	0	0	0.5	12	2	15.5	57	4	0	6.5	85	97
Total OE Funded Staf	3.5	5	4.5	3.5	4	0.5	0	1	22	4	17.5	58	6	1	8.5	95	117
Program Funded	5	4	15.5	4	10	1.5	0	0	40	0	0	0	0	0	7	7	47
Total FY 2000 Target	8.5	9	20	7.5	14	2	0	1	62	4	17.5	58	6	1	15.5	102	164

Workforce

MISSION :

USAID/HAITI

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 98	NO. OF USDH EMPLOYEES IN BACKSTOP FY 99	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001
01SMG	2	2	2	2
02 Program Off.	1	1	1	1
03 EXO	1	1	1	1
04 Controller	2	2	2	2
05/06/07 Secretary	0	0	0	0
10 Agriculture.	1	1	1	1
11Economics	2	2	2	2
12 GDO	1	1	1	1
12 Democracy	1	1	1	1
14 Rural Dev.	0	0	0	0
15 Food for Peace	1	1	1	1
21 Private Ent.	2	2	2	2
25 Engineering	0	0	0	0
40 Environ	1	1	1	1
50 Health/Pop.	1	1	1	1
60 Education	1	1	1	1
75 Physical Sci.	0	0	0	0
85 Legal	1	1	1	1
92 Commodity Mgt	0	0	0	0
93 Contract Mgt	2	2	2	2
94 PDO	1	1	1	1
95 IDI	0	1	1	1
Other*				
<b>TOTAL</b>	<b>21</b>	<b>22</b>	<b>22</b>	<b>22</b>

\*please list occupations covered by other if there are any

## **ANNEX A.**

### **USAID/HAITI PROGRAM ACCOMPLISHMENTS**

#### **Smaller, Better-Nourished and Better Educated Families.**

- USAID-financed programs effectively served 2.3 million people with quality primary health and family planning services. In USAID program areas, EPI coverages surpassed the national rates by half; ORT is being used by 66.3 percent of women, more than double the national rate; contraceptive prevalence has jumped to 36.4 percent, double the national rate; and condom sales jumped from 4.7 million to 6.9 million, an increase of 46 percent over last year.
- Our child survival programs covered 50 percent of the children nationally. Immunization rated of 59 percent in USAID financed areas compared favorably to the national rate of 40 percent and two thirds of pregnant women in USAID-financed areas have attended deliveries, compared to the national average of 46 percent.

#### **Foster More Effective and Responsible Democratic Institutions and Empowered Communities.**

- New models of state-civil society relations within a democratic context have emerged and demonstrate a positive and constructive role for civil society. For example, in December 1997 in the Artibonite, 244 representatives of civil society and six local government officials discussed decentralization reforms, developed common resolutions, and selected representatives who peacefully advocated for these resolutions before President Préval, Parliament, key Ministries, and political parties.
- Federations of local officials, formed less than a year ago, are now playing a prominent role in shaping central legislative and policy initiatives. For example, the federation of CASECs identified the lack of police in rural areas as a priority problem, and successfully pressured President Préval to commit to establishing a rural police force. Subsequently, the federation served on the small working group, together with President Préval, the Minister of the Interior, and the Police Chief, responsible for working out the details on mobilizing the rural police.
- Haitians too poor to afford counsel are being represented before the court system by qualified personnel. In jurisdictions receiving USAID assistance (7 of the 15 total), very few instances remain in which prisoners do not see a judge to determine the legality of arrest within the first 48 hours of arrest. Moreover, from January 1996 - December 1997 more than 4,840 of the clients in the legal assistance program have been released from prison, reducing the gross injustices suffered by the prison population awaiting trial, although pre-trial detention continues to be a problem.
- Additionally, trials are occurring. In the most visible trials in the country -- jury trials -- 75 cases were heard, compared with 33 the year before. Additionally, for non-murder felonies and misdemeanors, 254 additional trials (non-jury) were held in the seven jurisdictions in which USAID works.

**Broad-Based, Environmentally Sound and sustainable Increased in Agricultural and Urban Incomes and Employment.**

- Increased investment in, and productivity of, private sector enterprise: 79 new assembly businesses were launched which generated a total of 13,952 jobs despite the negative economic environment.
- Credit is being made available to the poor through a village banking program that has reached over 3600 beneficiaries, almost all of whom are women.
- The first privately owned commercial bank, in partnership with USAID/Haiti, has opened its doors to the informal sector. The first and only one of its kind, the bank has already made over 246 loans to small and micro enterprises.---
- Rural and urban environmental interventions have produced success and replicable developmental models. Over 150,000 small farmers in our rural hillside programs have planted multipurpose coffee trees, deployed soil and water conservation practices, produced new crops for domestic and export markets, and organized themselves to maximize their revenues and create jobs in their communities.
- As a result of a USAID/UNDP intervention, clean water is now sold to 175,000 people through 76 community-operated fountains with proceeds used to fund the collection of solid waste.



## ANNEX B

## COMMON OBJECTIVES

Development Assistance Committee (DA) of the Organization for Economic Co-operation and Development (OECD),  
United States Agency for International Development in Haiti (USAID/Haiti), and the Government of Haiti (GOH)

DA GOALS	USG NATIONAL INTERESTS	SUMMIT OF THE AMERICAS	GOH TARGETS	USAID/HAITI TARGETS
- A reduction by one-half in the proportion of people living in extreme poverty by 2015.	II. ECONOMIC PROSPERITY 6. Promote broad-based economic growth in developing and transitional economies	III. ERADICATING POVERTY AND DISCRIMINATION 19. Encouraging microenterprises and small businesses	- A reduction by one-half in the proportion of people living in extreme poverty, from 19.5 in 1994 to 9.8 by year 2000.	SO: Broad-Based, Environmentally Sound and Sustainable Increases in Agricultural and Urban Incomes and Employment - Businesses created or reopened - New jobs created or saved
- Universal primary education in all countries by 2015.		III. ERADICATING POVERTY AND DISCRIMINATION 16. Universal access to education	- Improve quality of primary education by year 2000. - Reduce to ____ the school repetition rates - Reduce illiteracy rates from ____ in ____ to ____ in ____.	SO: Smaller, Better Nourished and Better Educated Families - Improved quality of primary education
- Demonstrated progress toward gender equality and the empowerment of women by eliminating gender disparity in primary and secondary education by 2005.			- Reduce female illiteracy rate from ____ in ____ to ____ in ____. - Reduce rural women illiteracy rate from ____ in ____ to ____ in ____	SO: Smaller, Better Nourished and Better Educated Families -
- A reduction by two-thirds in the mortality rates for infants and children under age 5 by 2015.	VII. GLOBAL ISSUES 16. Protect human health and reduce the spread of infectious diseases. 15. Stabilize World Population	III. ERADICATING POVERTY AND DISCRIMINATION 17. Equitable access to basic health services III. ERADICATING POVERTY AND DISCRIMINATION 17. Equitable access to basic health services	- Reduction by one-third in the mortality rates for infants (from ____ to ____) by year ____ - Reduction by ____ infant and under-five mortality in the ____ provinces with the highest rates of mortality. - Prevalence in chronic malnutrition reduced from ____ in ____ to ____ in ____	SO: Smaller, Better Nourished and Better Educated Families
- A reduction by three-fourths in maternal mortality by 2015.			- Reduction to less than ____ by year ____	SO: Smaller, Better Nourished and Better Educated Families .
- Access through the primary health-care system to reproductive health services for all individuals of appropriate ages as soon as possible and no later than year 2015.	VII. GLOBAL ISSUES 16. Protect human health and reduce the spread of infectious diseases. 15. Stabilize World Population		- Access of the extremely poor to health systems will increase from ____ in ____ to ____ by year ____. - Reach a coverage of modern contraceptives to at least ____ of women in reproductive age, and at least ____ of women in union by year 2000 <sup>4</sup> .	SO: Smaller, Better Nourished and Better Educated Families

DA GOALS	USG NATIONAL INTERESTS	SUMMIT OF THE AMERICAS	GOH TARGETS	USAID/HAITI TARGETS
- The current implementation of national strategies for sustainable development in all countries by 2005, so as to ensure that current trends in the loss of environmental resources are effectively reversed at both global and national levels by 2015.	VII. GLOBAL ISSUES 14. Secure a sustainable global environment in order to protect the US and its citizens from the effects of international environmental degradation	IV. GUARANTEEING SUSTAINABLE DEVELOPMENT AND CONSERVING OUR NATURAL ENVIRONMENT FOR FUTURE GENERATIONS 21. Partnership for sustainable energy use 22. Partnership for biodiversity 23. Partnership for pollution prevention	GOHs agenda includes: - Establishment of a national environmental management system, including an environmental fund and a national environmental information system. - Legislation on the use of natural resources and adoption of participatory management for protected areas. - Promotion of clean technologies and pollution prevention practices. - Establishment of environmental arbitration procedures. - Environment subjects in school and university curricula.	SO: Broad-Based, Environmentally Sound and Sustainable Increases in Agricultural and Urban Incomes and Employment - Increased environmental awarnes and actions
<b>Qualitative Factors to Achieve the Goals</b>				
- Capacity development for effective, democratic and accountable governance	V. DEMOCRACY 12. Increase foreign government adherence to democratic practices and respect for human rights.	I. PRESERVING AND STRENGTHENING THE COMMUNITY OF DEMOCRACIES OF THE AMERICAS 1. Strengthening Democracy 3. Invigorating society and community participation 5. Combating corruption	- Eliminate corruption, and improve transparency. - Enhance community participation in democracy	SO: Foster More Effective and Responsive Democratic Institutions and Empowered Communities - More effective and responsive legislature - Increased capacity to address and resolve community issues at local level
- Protection of human rights.		I. PRESERVING AND STRENGTHENING THE COMMUNITY OF DEMOCRACIES OF THE AMERICAS 2. Promoting and protecting human rights	- Improve protection of human rights through the Judicial system	SO: Foster More Effective and Responsive Democratic Institutions and Empowered Communities
- Respect of the rule of law.			- Increase access of the poor to the justice system. - Improve justice system.	SO:Foster More Effective and Responsive Democratic Institutions and Empowered Communities - More efective, self-sustaining judicial system and improved legal advocacy